

Customers

Our Approach

The Subaru Group strives to put Customers First in all business activities. Subaru is promoting 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.”

Initiatives

Subaru Customer Center: Subaru Call

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.

Subaru Customer Center: Subaru Call

Subaru Call



Your call is recorded for the purpose of confirming its content. Thank you for your understanding.

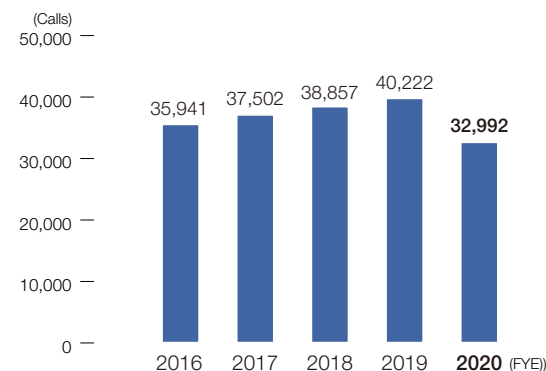
The Subaru Customer Center will ask you for the following information:

1. Your opinions/impressions
2. Details (catalog, dealership, change of address, others)
3. Inquiries/consultations

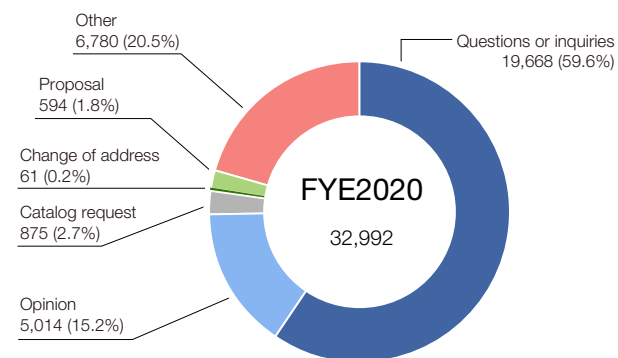
Hours of operation: 9:00 a.m. to 5:00 p.m. (Weekdays)
9:00 a.m. to noon, 1:00 p.m. to 5:00 p.m. (Saturdays, Sundays and holidays)

* On Saturdays, Sundays and holidays and from noon to 1 p.m. on weekdays, only the information service for 1 and 2 is available.

Annual number of customer consultations



Breakdown by type of consultation



SUBARU Recall Inquiry Line

Starting with the airbag issue, we established the SUBARU Recall Inquiry Line as a dedicated contact point for each recall case. The line is open every day of the year.

SUBARU Recall Inquiry Line

 **0120-412215**

Your call is recorded for the purpose of confirming its content. Thank you for your understanding.

The SUBARU Recall Inquiry Line will ask you for the following information:

- Inquiries/consultations regarding recalls
- Hours of operation: 9:00 a.m. to 5:00 p.m.
(Weekdays, Saturdays, Sundays and holidays)

- Annual number of customer inquiries
23,038 (April 2019 to March 2020)

Customer Satisfaction Survey

Seeking to offer ever better service at our sales outlets, Subaru conducts the Subaru Customer Questionnaire directed at customers who bought a Subaru 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 our dealerships share those comments and requests so that they can respond to customer expectations, leading to improvements.

■ Number of Valid Responses

In FYE2020, we once again received many opinions.

Number of valid responses

	FYE2017	FYE2018	FYE2019	FYE2020
No. of responses	98,127	107,350	102,571	74,148

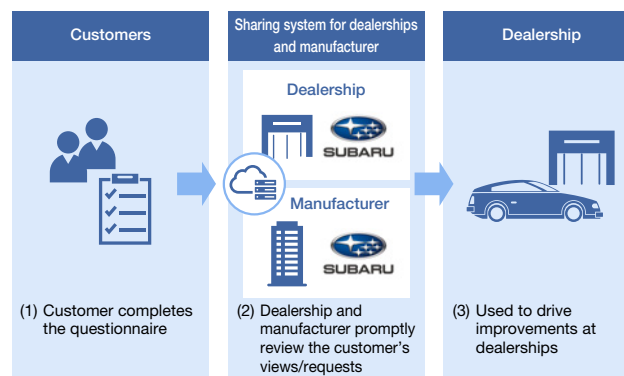
■ Evaluation of Achievements in FYE2020

We took a survey of new and used car owners one month after delivery of the vehicle. We received high evaluations, with close to 90% responding "Good" or "I would like to continue driving a Subaru." We also took a survey of new car owners three and five years after delivery of the vehicle. While we generally received positive feedback, the results fell below those of the first month survey. Subaru and Subaru dealerships take the views of our customers seriously and will work together on activities aimed at achieving further improvements.

■ Improvements in FYE2021

Subaru strives for the continued trustworthy operation of dealerships. To that end, we revised the content of the questionnaire to better understand our customers' expectations, and changed the survey scheme to cover a wider range of customers.

Customer Satisfaction Survey



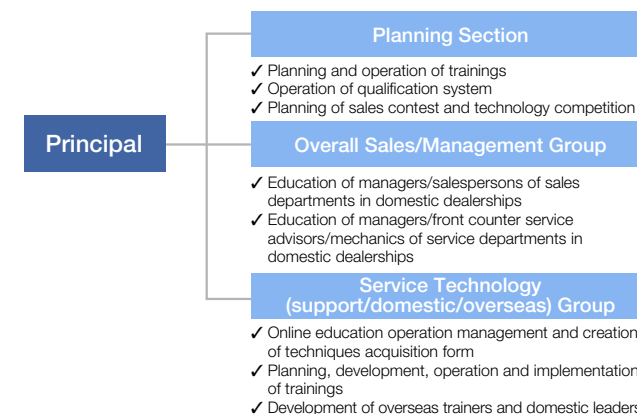
* We started use of the sharing system in FYE2018

Human Resource Training at Dealerships

Subaru's vision is to "Have Customers Say 'Let's Choose SUBARU Again' through Our Customer Service." We are working to develop human resources that can deliver "Enjoyment and Peace of Mind" to customers.

We have established the SUBARU Academy, which is dedicated to training human resources at our domestic and overseas dealerships. For dealerships in Japan, it provides training that meets the fast environmental changes in sales and services. For overseas service staff, it provides curriculums that meet specific regional needs. Also, we have a Subaru Training Center in Hachioji, Tokyo, with training rooms, a test drive course, maintenance drill equipment, and accommodations for up to 135 people.

Organizational Structure of SUBARU Academy



The Subaru Training Center

Number of trainees (including training trips)

	FYE2020
Managers, sales staff, service staff	3,774

■ STARS Sales Professional Certification Program

To demonstrate that staff have the ability to propose Enjoyment and Peace of Mind to customers and support them, Subaru has established the STARS,* a sales professional certification program.

* Subaru Staff's Training and Rating System, which helps salespersons develop themselves through repeated Off-JT (study), OJT (practice) and qualification tests (challenge).

Sales STARS (as of March 2020)

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

Level 1 – 51 salespeople, Level 2 – 718 salespeople, Level 3 – 1,164 salespeople

Service STARS (as of April 2020)

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

Mechanical levels: Level S – 23 mechanics, Level 1 – 1,011 mechanics, Level 2 – 1,224 mechanics, Level 3 – 1,079 mechanics, Level 4 – 469 mechanics

Front counter service levels: Level S – 19 persons, Level A – 415 persons, Level B – 423 persons, Level C – 155 persons



STARS training textbooks

International CS Initiatives

At Subaru, the Customer Service Division cooperates with overseas distributors on “service staff training” and “distributor support,” enabling distributors around the world to provide uniformly high-level after-sales service that meets customers' needs through dealers.

■ Service Staff Training

To improve the technical skills of our service staff, Subaru develops trainers who provide training to our service staff worldwide and trains service staff to be able to handle increasingly sophisticated automobile technology. We offer the Advanced Technical Training (ATT)*¹ and STEP Trainer Training (STT)*² as technical training curriculums, using skill certification testing to provide motivation for learning.

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

*¹ A periodic training program held for the purpose of increasing the skills of certification trainers overseas. It provides education on topics such as Subaru's new technology and high-level control technology.

*² A training program for certification trainers who teach the STEP (SUBARU Technician Education Program) Program. The STEP Program is a system that establishes three levels of engineering / technical skill as a mechanic (technician) and provides certification based on these levels. The three levels, from the beginner qualification, are Subaru Technician, Subaru Senior Technician, and Subaru Master Technician.



ATT

■ Supporting Dealerships

Implementation of recalls, which is increasing in number in recent years, is a serious issue. The Customer Service Division identifies the laws and regulations and the status of recall operations of each market and expedites our response, including for 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 (most recently in June and November in 2019) that bring together overseas distributors from eight leading countries (the United States, Canada, Germany, Switzerland, Russia, Chile, Australia, China). In addition, we hold regional meetings in each region (North America, Europe, Central and South America, Oceania, China, Southeast Asia, etc.) with the aim of speeding up the resolution of any issues. Subaru also continuously holds trainings for high-level technical skills necessary for repairs in markets in North America, Australia, Europe, Chile, etc.



Conference for overseas distributors from eight leading countries

Responding to Emerging Market Needs

At Subaru, we seek to offer cars that deliver “Enjoyment and Peace of Mind” in regions called emerging markets, such as China, Asia, and South America. In the world’s largest market of China, we have organized our distributors into a group, and created a system which allows for management of the entire operation, from products to service. In Southeast Asia, we are responding to customer needs in ways such as launching complete knock down (CKD) manufacturing in Thailand, in addition to Malaysia.

Developing/Popularizing Welfare Vehicles

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 handicaps and the elderly can travel by car in comfort and with peace of mind.

Subaru started producing and selling welfare vehicles in 1980 and now they are well known as the “TRANSCARE series.” It offers a wide range of options, from standard-sized cars to mini cars. Subaru aims to develop vehicles that provide comfortable driving for both people who are in care and for care providers.

In FYE2020, we gave the Chiffon a full design change, in which we launched the two model TRANSCARE series. The Wing Seat is a passenger seat that swings out and moves up and down, while the Slope Type allows passengers to board the vehicle while on a wheelchair. Going forward, Subaru will promote all kinds of initiatives.



Chiffon Wing Seat



Chiffon Slope Type

Initiatives for Customers in the Aerospace Business

In the aerospace business, we continue to solve issues with customers after product delivery in order to maintain the continued operating condition of the aircraft we supply to Japan’s Self-Defense Force and others. We periodically visit customers and take questionnaires in order to confirm the effectiveness of this initiative. The questionnaire covers items such as product quality, service, emergency response, and visitor response, evaluated on a five-step scale. We received 4.0 in FYE2018, 3.8 in FYE2019, and 3.9 in FYE2020. We are continuing with our aim of increasing customer satisfaction. Also, Subaru’s maintenance staff involved in manufacturing visit the land, sea, and air units of the Self-Defense Force that use our products. They exchange information on use and maintenance, develop a better understanding of the operations, and communicate extensively, leading to the improvement of their work.

Going forward, we will move ahead with initiatives to understand customer’s requests in detail and to earn customer satisfaction with Subaru’s products and services through maintenance and operations.

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