

# Social Contribution

## Our Approach

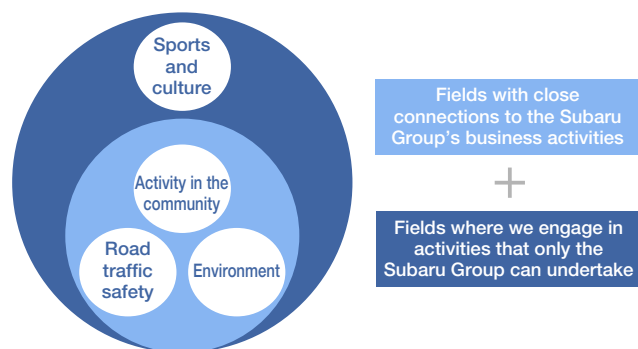
The Subaru Group has developed its social contribution policy in the hope of ingraining the practice of social contribution into corporate culture and to foster sincere commitment to such practice. In accordance with the policy, we promote social contribution activities in the four fields—activity in the community, environment, road traffic safety, and sports and culture—which we have selected as befitting a socially responsible transportation equipment manufacturer.

In FYE2020, we established a social contribution vision for 2025, in addition to a set of 2025 visions for the Group's Six Priority Areas for CSR. Aiming at this vision, we will pursue social contribution initiatives based on the decision to shift "From being a company making things, to a company making people smile," as described in STEP, our mid-term management vision.

### Social Contribution Policy

1. We contribute to the development of science and technology and automobile culture and to the promotion of road safety.
2. We contribute to the fostering of human resources who understand the pleasure, importance and preciousness of creative manufacturing.
3. We contribute to the development of the communities in which we operate.
4. We support each other in contributing to society as good citizens.

### The Four Fields of Social Contribution initiatives



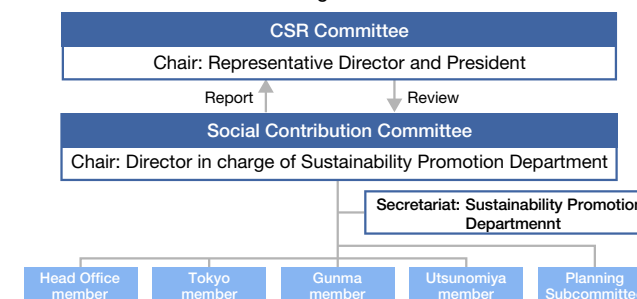
### Vision for 2025

1. The background and reasons that the four fields were selected for social contribution initiatives are fully understood and ingrained across the Subaru Group.
2. The Subaru Group is developing activities in consideration of the four fields.
3. The Subaru Group's entire workforce is fully aware of the importance of social contribution.

## Management System

Subaru has established the Social Contribution Committee to actively promote and continue social contribution activities that make use of our technology and expertise. The Committee was reorganized in April 2019 during corporate restructuring. The newly appointed chair is also the director in charge of the Sustainability Promotion Department, which was assigned to serve as secretariat. Under the Committee, the cross-organizational Planning Subcommittee has been created to discuss issues related to companywide activities, ranging from planning and preparation to implementation, evaluation and review. The Committee meets every six months to compile reported activity results and issues, and discuss improvement plans to invigorate efforts.

### Social Contribution Committee: organization chart



Social Contribution Committee meeting

## Initiatives

### Activity in the Community: in Japan

#### ■ Communication with Local Residents (Gunma Plant, Utsunomiya Plant)

Subaru strives to communicate with people living in districts where its offices, plants and company housing facilities are located, aiming to become a corporate citizen open to the community.

At the Gunma Plant, we send representatives to town council member homes every month to exchange information, while hosting meetings to explain to local residents about the company's current situation and environmental activities. We also provide an annual factory tour for local residents to give them an opportunity to witness the car manufacturing processes firsthand and talk with company representatives in person.

Through such efforts, we look to increase their understanding of our production activities and to serve as a community member. The Utsunomiya Plant organizes community events in a bid to increase communication with local residents. In addition, when conducting construction work that may generate noise and vibration, we visit the relevant community associations in advance to explain and ask for understanding from local residents. We also distribute related information directly, as appropriate, to the individual households concerned.

#### ■ Factory Tours (Gunma Plant, Utsunomiya Plant)

##### • Gunma Plant

The Gunma Plant welcomes general visitors to factory tours, and also hosts elementary school field trip programs. In FYE2020, we welcomed a total of 86,560 such visitors. The Subaru Visitor Center is located on the premises. It exhibits various Subaru cars from the past as well as our proprietary technologies, and introduces vehicle recycling systems.

##### • Utsunomiya Plant

Since FYE2018, the Utsunomiya Plant has been accepting 50 school children each year to go on Environmentally Friendly Factory Tours, an environmental education program sponsored by the Utsunomiya City government. The tour introduces a number of the plant's environmental initiatives, such as the promotion of recycling, the use of solar power and technologies for fuel efficient vehicle manufacturing. Through this activity, Subaru hopes to help children become more aware of environmental issues.



Factory tour leaflet



Subaru Visitor Center (exterior)



Subaru Visitor Center (interior)

#### ■ Community Cleanup Activities (Gunma Plant, Tokyo Office, Utsunomiya Plant, Head Office)

As part of its social contribution initiatives, Subaru carries out cleanup activities on a regular basis in districts where its offices and plants are located.

In the Ebisu district where the Head Office is based, employees at Subaru and its group companies engage in company-run periodical street cleanups around Ebisu Station while participating in cleaning campaigns organized by Shibuya Ward. In recognition of these continued efforts, Subaru was certified as a Clean Town Partner\* by the ward and presented with a certificate of gratitude. The Utsunomiya Plant carries out cleanup activities around its site in the Kisarazu district.

As a responsible community member, we will continue with these beautification activities to help conserve local environments.

\* Shibuya Ward's award program to commend individuals and organizations for their contributions to the district's beautification efforts



Certificate of gratitude offered by Shibuya Ward



Employees engaged in cleanup activities (Kisarazu)

### ■ Participating in Ebisu Cultural Festival (Head Office)

In an effort to increase engagement with local communities, we took part in the Ebisu Cultural Festival\* by running two programs: a workshop to craft musical instruments using thinned wood sourced from the Subaru Forest Project, and a stargazing session with the theme of global environment preservation and based on Subaru's star-motif brand logo. We welcomed a combined total of 800 visitors. As a member of the Ebisu district community, we will continue with these activities to help revitalize the local society.

\*Held in Ebisu, the main venue is the Yebisu Garden Place, and groups and organizations related to or based in the district are invited



Woodwork workshop



Stargazing session

### ■ Hosting Local Community Events (Gunma Plant, Tokyo Office, Utsunomiya Plant)

In order to build good relationships with the communities in which Subaru's offices and plants are located, we host events on our premises. We invite local residents, as listed below, while participating in various regional community events.

#### • Gunma Plant

Oizumi Plant Friendship Festival (May)  
Ota Summer Festival (participation, July)  
Yajima Plant Subaru Festival (November)

#### • Tokyo Office

Summer Festival (July)

#### • Utsunomiya Plant

Subaru Bon Dance Festival (August)  
Subaru Friendship Festival (October)  
Subaru Handa Friendship Festival (October)

### ■ Monozukuri Classes (Tokyo Office)

In July 2019, Subaru held Subaru Kids' Monozukuri Classes, in collaboration with Subaru Techno Corporation. A total of 33 participating children made model cars, put them on a model test track, and had fun competing with each other.

### Voice

#### Comments from Parents

- The class was about more than making model cars. It gave a simple but solid lecture on automobiles, including historical background. The children showed serious interest in technology presentations on vehicle driving mechanisms and other functions.
- I appreciated the easy-to-understand instructions and presentations. My child had a lot of fun racing the self-made model car and performing experiments with it.



Learning about the difference between two- and four-wheel drive vehicles

### Activity in the Community: Overseas

#### ■ Factory Tours (Subaru of Indiana Automotive, Inc.)

Subaru of Indiana Automotive, Inc. hosts factory tours that offer an opportunity to see the car manufacturing processes firsthand and increase public understanding of Subaru's products. SIA runs several tour courses, including hands-on programs for students using state-of-the-art robotics, 3-D printing, VR and other technologies.



Children participating in a factory tour

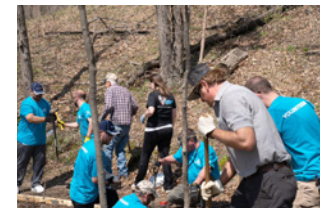


#### ■ Employee Volunteer Activities (Subaru of Indiana Automotive, Inc.)

Subaru of Indiana Automotive, Inc. provides employee volunteer programs in collaboration with local non-profit groups. Employees can choose from among various projects, including for food banks, environmental protection, science museums for children, and support for the homeless.



Supporting the homeless



Tree planting

### ■ Participating in Local Government Trash Pickup Activity (Subaru Canada, Inc.)

Subaru Canada, Inc. contributes to local environmental beautification through government projects. Since 2005, SCI has participated in a trash pickup campaign run by the City of Mississauga on Earth Day every year, together with other local companies. SCI also takes part in the city's road beautification initiatives, working on the assigned areas three times a year.



Earth Day cleanup event



SCI employees participating in cleanup activities

### ■ Contributions to Local Community (Subaru Research & Development, Inc.)

Subaru Research & Development, Inc. runs a number of social action projects for water resource protection, animal welfare, and education at Japanese schools in the company's base of Orange County, California. Specifically, the project for Japanese schools focuses on teaching curriculum enhancement and course development, and there are plans to launch work experience programs as part of school activities in the future.

## Environment: in Japan

### ■ Subaru Forest Project

Launched in 2017, Subaru Forest Project symbolizes an essential mission of Subaru as an automotive and aerospace company: protecting its fields of business—the global environment comprising earth, sky and nature—to ensure the sustainability of both Subaru and society as a whole. Subaru is working with Bifuka-cho in Hokkaido, Gunma Prefecture,

and Utsunomiya City in Tochigi Prefecture, where Subaru has close ties with local communities. We promote forest protection activities, such as for supporting forest management, tree planting and use of thinned wood obtained from forest management work.

### ■ Making Candles with Waste Oil: Workshop and Photo Contest (Gunma Plant)

As a member of the Ota City Environmental Creation Council,\* Subaru cooperated in organizing an event held by the Council in which local residents were invited to make candles from the used cooking oil collected in their households. The environmental workshop included a session in which participants spend one hour in spaces lit only by candles made from recycled materials. It was followed by a photo contest featuring recycled candles. Participants were offered gifts of Subaru's original water bottles and rulers made of thinned wood sourced from Subaru Forest Bifuka.

\* Launched in 2018, the Council invites citizens' groups, NPOs, business operators, and other organizations running environmental preservation projects in Ota City, Gunma Prefecture, to work together to revitalize local environmental activities across the city.

### ■ Cooperating in Environmental Beautification around Mt. Fuji

Since 2014, Subaru has been a regular participant in the Mt. Fuji Cleanup Campaign organized by the Mt. Fuji Beautification Foundation, which cleans up the mountain trails around Mt. Fuji's fifth station. A total of about 300 people from local governments, companies, and groups took part in a cleanup in September 2019, collecting about 60 kg of trash.

At the departure ceremony held at the beginning of the event, Subaru presented the Mt. Fuji Beautification Foundation with a list of donations to the foundation. The money donated will be used to maintain the environment on Mt. Fuji and in the Fuji Hokuoku area, as well as for activities to raise awareness of beautification.



Presentation of the list of donations during the departure ceremony



Cleanup activity around Mt. Fuji's fifth station

### ■ Teaching a School Class (Utsunomiya Plan)

Starting from FYE2007, Utsunomiya Plant sends employees to local elementary and junior high schools to teach classes designed to increase children's interest in the field of aerospace and the environment, seeking to raise their environmental awareness and present a future career option. Our programs contain lectures and experiments planned to learn about global warming, primarily major causes and the significance of stopping the phenomenon, as well as the principles of aircraft flight and the structure's environment-friendly designs. Having taught 20,078 students in total at 296 schools in Utsunomiya and Handa Districts over years, this project has become an essential local community activity.



Teaching a school class



## Environment X Sports

### ■ Sponsoring Clean Trail Run

Subaru understands the importance of passing on "the earth, the sky and nature" to future generations, a core concept of its sustainability principles, and looking to promote this

understanding broadly, the company sponsored Clean Trail Run events held in 2019.

Clean Trail Runners picked up trash off the course road while running the race, and their supporting families participated in environment/nature-themed programs, such as woodwork workshops using thinned wood sourced from the Subaru Forest and guided nature exploration tours, which were planned as part of the event.

On the days of the event, current and former members of Subaru's track-and-field team helped facilitate individual activities, specifically by running the race and serving as running clinic coaches, and shared the enjoyment of running in nature with many participants and their families.

#### 2019 Clean Trail Run (results)

Event	Month	No. of participants
Subaru Ome Citizen Trail Run	June	128
Subaru Akagi Forest Trail Run	August	970
Subaru Tamagawa Genryu Trail Run	September	931
Subaru Mt. Mitake Trail Run	December	1,046



Subaru Ome Citizen Trail Run



Subaru Akagi Forest Trail Run



Workshop held in conjunction with Subaru Tamagawa Genryu Trail Run

## Environment: Overseas

### ■ Zero Landfill Partnership with US National Parks (Subaru of America, Inc.)

Subaru of America, Inc. has partnered with three US national parks to reduce landfill waste generated from the parks. SOA has placed 512 trash bins and held 59 awareness-raising events attended by 33,765 people in total.

## Road Traffic Safety

### ■ Traffic Safety Guidance (Utsunomiya Plant)

As part of our efforts to prevent traffic accidents, Subaru employees at the Utsunomiya Plant provide traffic safety guidance on roads around the plant. The activities are conducted at the beginning of the school year in April and after the summer vacation in September, and at times of the day when children are commuting to and from school.



Traffic safety guidance

### ■ Activities of the Association of Driving Safety Supervisors (Utsunomiya Plant)

At the Utsunomiya Plant, Subaru serves as the president of the southern Utsunomiya branch of the Tochigi Prefecture Association of Driving Safety Supervisors. We work with community associations located around the plant and the Utsunomiya Minami Police Department to promote local road traffic safety activities in order to raise awareness in the southern Utsunomiya district. Appreciation for our many years of conducting these activities has been shown through certificates of gratitude from the Head of the Utsunomiya Minami Police Department.



Certificates of gratitude offered by the Head of the Utsunomiya Minami Police Department



Association of Driving Safety Supervisors in session

### ■ Track and Field Team Member Serving as "One-day Police Chief" in the Autumn Traffic Safety Campaign

In September 2019, Subaru track and field team member Ryosuke Maki was appointed as a "one-day police chief" for an autumn traffic safety campaign. The event aimed to achieve zero traffic accidents through raising driving safety awareness.

Mr. Maki has a strong passion for the project, because he once witnessed a pedestrian nearly get struck by a car during a routine training run. On the day of the event, Maki spoke to individual drivers in their parked cars to encourage safe driving while distributing flyers and small gifts. He worked in earnest to perform his mission in the hope of helping decrease the number of accidents, even if by only one, which he believes is possible when drivers and pedestrians are considerate to each other.



Safe driving campaign

### ■ Driving Lessons

#### • Slow Aging\* driving lessons

Subaru hopes that many senior drivers will be able to enjoy driving as long as possible as a way to lead an active life. We

organized a safe driving lesson program targeted at senior customers and their family members, inviting racecar driver Hideshi Matsuda as an instructor. The program was attended by 37 groups. Mr. Matsuda introduced his original Slow Aging method through a lecture, exercises and skill practice sessions.

\* Easy-to-do routine physical care and exercise methods developed by Hideshi Matsuda.

#### • Practical driving lessons at Subaru Research and Experiment Center

Recognizing that increasing drivers' knowledge, awareness and skills can help prevent road accidents, Subaru offered driving lessons at the Subaru Research and Experiment Center jointly with Sports Driving Japan, Inc. Major programs included lectures by former race driver Tetsuya Ota, practical training on danger avoidance and other skills provided by Subaru Driving Academy\* instructors, and an opportunity to drive on high-speed oval tracks.

\*Formed to prepare vehicle development engineers to be able to perform vehicle assessments on their own rather than employing vehicle test drivers, according to Subaru's policy.



Slow Aging driving lesson



Driving lessons at Subaru Research and Experiment Center

### Sports and Culture: in Japan

#### ■ Subaru's Baseball Team and Track and Field Team Coach Children

In January 2020, Subaru held the 18th Utsunomiya Junior Baseball Class and the 13th Musashino Junior Baseball Class. The events attracted 139 and 152 local elementary school

children in total, respectively. Members from Subaru's baseball team coached each baseball clinic, teaching children the joy of sports and helping them to improve their skills.

In September 2019, the "How to Run Faster" Class was held in Oizumi Town, coached by Subaru's track and field team members. Around 70 local elementary school children participated in the event, learning basic movements in running and training methods to increase their running abilities ahead of the coming autumn's long-distance race.



Baseball clinic



Running clinic

#### ■ Friendship Concert (Gunma Plant)

Subaru Community Exchange Association\* held a Friendship Concert in Ota City Nitta Culture Hall in August 2019 and January 2020, attracting a combined total of 750 people of all age groups. At the event, the Association runs a donation drive to collect unused household items, like towels and soap, as

well as monetary donations from the audience. The contributed money and items are donated to various welfare facilities in the region through a local social welfare council to assist with regional development.

\* Subaru Community Exchange Association: Organized by Subaru and its business partners, the association promotes interactions among residents as well as community development in Ota City and its surrounding districts, thereby contributing to creating an attractive place to live.



Friendship Concert

### Sports and Culture: Overseas

#### ■ Support for Disadvantaged Children (Subaru of Indiana Automotive, Inc.)

Each year, Subaru of Indiana Automotive, Inc. (SIA) hosts a charity 24-hour cycling challenge on its test track. Entries are registered from many cyclists, including SIA employees. Over nine years since its launch, the charity drive has collected a total of 127,000 dollars, which has been donated primarily to disadvantaged children, including survivors of abuse.



SIA cyclist team



Cyclists on the track

## Donation, Volunteer Activities, etc.: in Japan

### ■ Awarded the Golden Order of Merit by the Japanese Red Cross Society

At Subaru, a total of 291 employees donated around one million yen in total in FYE2018 and FYE2019 to the Japanese Red Cross Society through the company welfare program. For this contribution, the employees were awarded the Golden Order of Merit\* by the charity organization, and the award ceremony took place at Subaru's Head Office in Ebisu in November 2019.

\* The Golden Order of Merit is awarded by the Japanese Red Cross Society to individuals and organizations for donating operating funds that exceed a determined amount.



Award ceremony

### ■ Utsunomiya City Sound Development of the Juvenile Promotion Award for Business Operators

In January 2020, the Aerospace Company was honored with an award from Utsunomiya City as a company that organizes original activities to promote the sound development of the youth, chiefly in collaboration with local communities and organizations. The commendation was awarded for various programs provided by the division over the years to help the sound, healthy growth of children, including: the summer bon dance event (since 1984); the Friendship Festival (since 1988); and a local baseball clinic held in cooperation with Subaru's baseball team (since 2002) which gives young people an opportunity to learn the importance of teamwork.



Award ceremony

## Donation, Volunteer Activities, etc.: Overseas

### ■ Blood Donation (Subaru of America, Inc.)

Subaru of America, Inc. has been running a blood drive twice a year since 1991. In 2019, around 900 employees in total donated blood at sessions taking place in the company in July and December.



Employees making a blood donation