

Customers

Our Approach

The Subaru Group strives to put Customers First in all business activities. SUBARU is promoting customer satisfaction (CS) 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 closeness to customers, and sincerely addressing their inquiries and difficulties 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



Calls are recorded to improve the quality of SUBARU's services. 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

(For inquiries about your personal vehicle, please have any related documentation, including serial or certification numbers, ready for quicker support.)

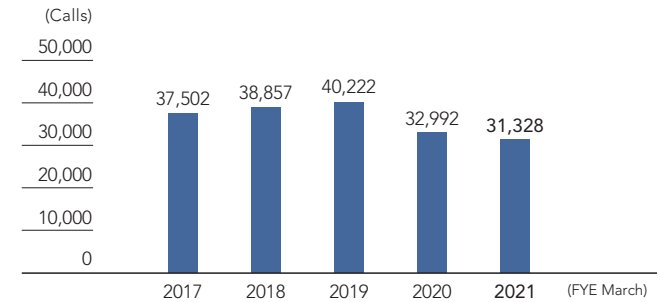
Hours of operation:

9:00 a.m. to 5:00 p.m. (Weekdays)

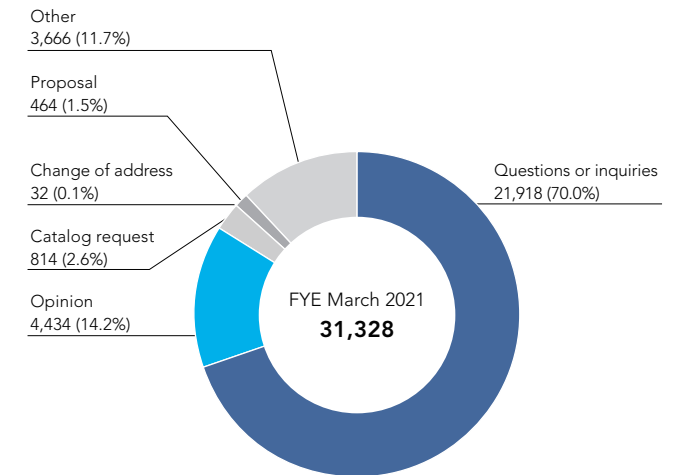
9:00 a.m. to noon, 1:00 p.m. to 5:00 p.m. (Saturdays, Sundays and holidays)

* 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



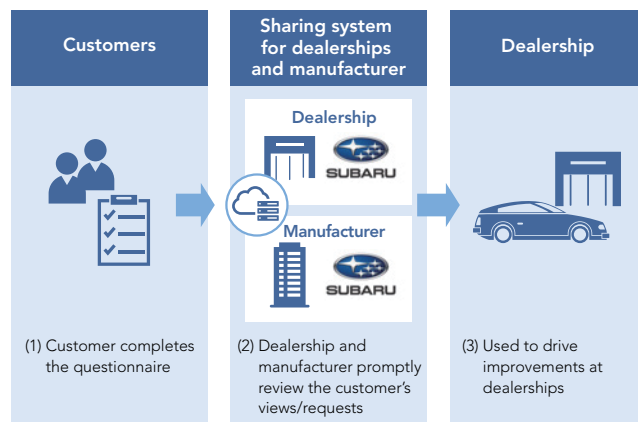
Breakdown by Type of Consultation



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.

Customer Satisfaction Survey



* We started use of the sharing system in FYE March 2018

Number of Valid Responses

In FYE March 2021, we once again received many opinions.

Number of Valid Responses	(FYE March)				
	2017	2018	2019	2020	2021
No. of responses	98,127	107,350	102,571	74,148	47,970

Evaluation of Achievements in FYE March 2021

We have expanded our survey to incorporate opinions from a broader segment of our customers, adopting a method to not only use evaluations of our achievements in FYE March 2021 and our new car owner surveys three and five years after their purchase, but also random samplings from customers who have purchased their vehicle six or more years previous. We received favorable evaluations from around 80% of respondents, as well as a variety of opinions. SUBARU and SUBARU dealerships take the views of our customers seriously and will work together on activities aimed at achieving further improvements.

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.

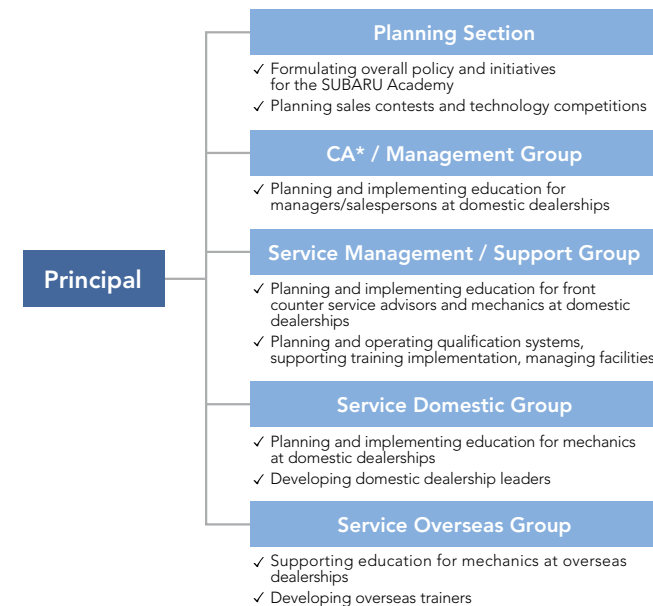
We have established the SUBARU Academy, which is dedicated to training human resources at our domestic and overseas dealerships. For dealerships in Japan, it provides training for managers, sales departments, and service departments. For overseas service staff, it provides programs meeting specific regional 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. Beginning in FYE March 2022, we will be changing this into an organization that can achieve both cross-functional collaboration and stronger functions, clarifying the functions, roles, and chain of command for each section and



The Subaru Training Center

group with the purpose of improving the after-sales service capabilities of our domestic and overseas dealerships, as well as the planning capability and operational quality of the Academy. From FYE March 2023, we will also be promoting efforts to transform this into an online learning system.

Organizational Structure of SUBARU Academy



* CA: Car Life Advisor

Number of Trainees (Including training trips)

	FYE March 2021
Managers, sales staff, service staff	644 (approximately one-quarter of usual figures due to training cancellations during the COVID-19 pandemic)

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Automotive BusinessQuality:
Aerospace BusinessMaking Safe
VehiclesHuman
Resources

Customers

CSR
ProcurementCommunity
Engagement

■ 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,*1 a sales professional certification program.

*1 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 2021) 】

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 – 45 salespeople, Level 2 – 715 salespeople,
Level 3 – 1,051 salespeople

【 Service STARS (as of May 2021) 】

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 – 20 mechanics,
Level 1 – 889 mechanics, Level 2 – 1,156 mechanics,
Level 3 – 997 mechanics, Level 4 – 4,069 mechanics

Front counter service levels:

Level S – 16 persons, Level A – 486 persons, Level B – 703 persons,
Level C – 2,587 persons



Online Training (Lecturer Side)



International CS Initiatives

At SUBARU, the Customer Service Division cooperates with overseas distributors on “service staff training” and “dealership 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)*2 and STEP Trainer Training (STT)*3 technical programs for dealership trainers.

For service staff at dealerships, we also offer the STEP*4 training program and use skill certification testing to motivate learning.



ATT

These technical training programs, in addition to on-site training for all SUBARU employees, offer online training, increasing opportunities for employee participation. 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.

*2 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.

*3 A training program for certification trainers who teach the Subaru Technical Education Program (STEP).

*4 A system that establishes three levels of mechanic (technician) engineering / technical skill and certifies them based on these levels. The three levels, from the beginner qualification, are Subaru Technician, Subaru Senior Technician, and Subaru Master Technician.

■ Supporting Dealerships

In order to respond to the rapid environmental changes in the automobile industry, SUBARU is making dramatic changes in its overseas markets as well, including introducing vehicles equipped with new technologies, such as electric vehicles, and launching vehicle software update support using wireless communication. The Customer Service Division provides support so that overseas dealerships can smoothly address these changes. Though close communication with dealerships is essential, the regular face-to-face meetings held up through FYE March 2020 (twice-annual meetings in Japan and locally with the eight leading countries of the U.S., Canada, Germany, Switzerland, Russia, Chile, Australia, and China) were no longer possible starting in FYE March 2021 due to impact from the global COVID-19 pandemic. We therefore utilized web conferencing in each region to ensure that quality and quantity of information sharing and discussions did not deteriorate. In December 2020, we were able to overcome time zone differences and hold a two-hour conference with simultaneous participation from nine countries, including Japan.



Web conference with overseas dealerships in our eight leading countries

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Responding to Emerging Market Needs

At SUBARU, we will offer cars and services that deliver “Enjoyment and Peace of Mind” in the so-called emerging markets, such as China, Asia, and South America. In China, the world's largest market, we have organized our dealerships into a group, creating a business system extending as far as services and building trust relationships with our customers in China. In addition, we have launched sales of the three-row mid-size Evoltis SUV (U.S. market product name: Ascent) in some emerging markets, meeting strong needs for the vehicle in South America and Asia.

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 FYE March 2021, we introduced Wing Seats with side airbags to the Forester. Going forward, we will continue to take action in a variety of areas so that we can provide even more “Enjoyment and Peace of Mind” to more of our customers.



SUBARU XV (with Wing Seat)



Forester (with Wing Seat)

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

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, Coast Guard, National Police Agency, 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 3.8 in FYE March 2019, and 3.9 in FYE March 2020, and 4.0 in FYE March 2021. 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 customers' requests in detail and to earn customer satisfaction with SUBARU's products and services through maintenance and operations.