

SUBARU CORPORATION
Fact Book 2016

Corporate Communications Dept.

Contents

※Click title to jump to the details.

Corporate Information

- 1 Profile 3
- 2 Mid-term Management Vision 4
- 3 Board Directors / Executive Officers 7
- 4 Organization 9
- 5 Domestic facilities 10
- 6 Main Affiliates (Japan) 11
- 7 Main Affiliates (Overseas) 12
- 8 Employees 13
- 9 Facilities 14

Business Results

- 1 Consolidated Sales and Profits 15
- 2 Non-Consolidated Sales and Profits 16
- 3 Capital Expenditures, Depreciation and R&D Expenses 16

Share Information

- 1 Share Information 17

Automotive Business

- 1 Production 18
- 2 Sales 20
- 3 Export 21
- 4 Brand Statement and Core Technologies 22
- 5 Product Lineup 25
- 6 Domestic sales agents 29
- 7 Overseas market overview 30

Aerospace Company

- 1 Aircraft Production 31

Industrial Products Company

※The Industrial Products Company will be integrated with the Subaru Automotive Business with effect from October 1, 2016.

- 1 Sales of General-Purpose Engines 32
- 2 Production of General-Purpose Engines (including on-board use) 32
- 3 Product Lineup 33
- 4 Specified dealers of Subaru products 33

Eco Technologies Company 34

※Eco Technology Company was discontinued in March 2013.

History

- 1 Pre-Fuji Heavy Industries 35
- 2 Fuji Heavy Industries 36

NOTES:

*The fiscal years stated in the Fact Book begin on April 1 of the previous year and end on March 31 of the year indicated.

1 Profile

Name	Fuji Heavy Industries Ltd.(FHI) * FHI will change its company name to "SUBARU CORPORATION" with effect from April 1, 2017.
Established	July 15, 1953 Founded in May 1917
Head Office Address	Ebisu Subaru Bldg. 1-20-8, Ebisu, Shibuya-ku, Tokyo 150-8554 TEL: +81-3-6447-8000 FAX: +81-3-6447-8184
President	Yasuyuki Yoshinaga
Main Business	【Subaru Automotive Business】 The manufacture, repair and sales of passenger cars and their components.
	【Aerospace Company】 The manufacture, repair and sales of airplanes aerospace-related machinery and their components.
	【Industrial Products Company】 The manufacture, sales and repair of generators, engine-equipped machinery, agricultural machinery, construction machinery other machine tools and their components.
Paid-in Capital※	153,795 million yen
Number of Employees※ (Excluding executive officers, advisors and dispatches)	14,234(31,151 on a consolidated basis)

(※as of March 31, 2016)

■ Corporate Philosophy (Established in November 1994)

1. We will 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 will aim to continuously promote harmony between people, society and environment while contributing to the prosperity of society.
3. We will look to the future with a global perspective and aim to foster a vibrant, progressive company.

■ Quality Policy (Established in November 1994)

We consider customer satisfaction as the first priority, and will work constantly to improve products and services to provide world-class quality.

■ Environment Policy (Revised in March 2010)

In recognition of the close relationship between the global environment and business activities, we will deliver "Green Products" from "Clean Plants and Offices" through "Green Logistics" and "Clean Dealers" to customers for sustainable development of the society.

Also, to say nothing of strictly observing laws and regulations, local agreements and industries' codes, we will get ourselves committed to contribution to the society and local communities, voluntary on-going improvements and prevention of pollution.

■ Corporate Symbol (since 15th July 2003)

To mark the company's 50th anniversary, we decided to replace the former corporate symbol (a design based on the Japanese character "フ," representing the first syllable in Fuji Heavy Industries) with the Subaru six-star logo.



■ Subaru Environment Logo (since June 2005)

In June 2005, we create the Subaru Groups environment logo. The environment logo has a leaf at the center, with green earth and blue sky to represent the globe. Into this logo, we incorporated our determination to activity on providing products that are friendly to the earth, society, and people, which is stated in the Environment Policy.



■ Trademarks

Subaru (since March 1958)

Subaru comes from the Japanese name of the Pleiades that belongs to the Taurus constellation. The Subaru emblem design reflects a cluster of 6 stars, known in Japan as mitsuraboshi. Subaru is the first automobile manufacturer that used a Japanese word for a brand of automobiles.



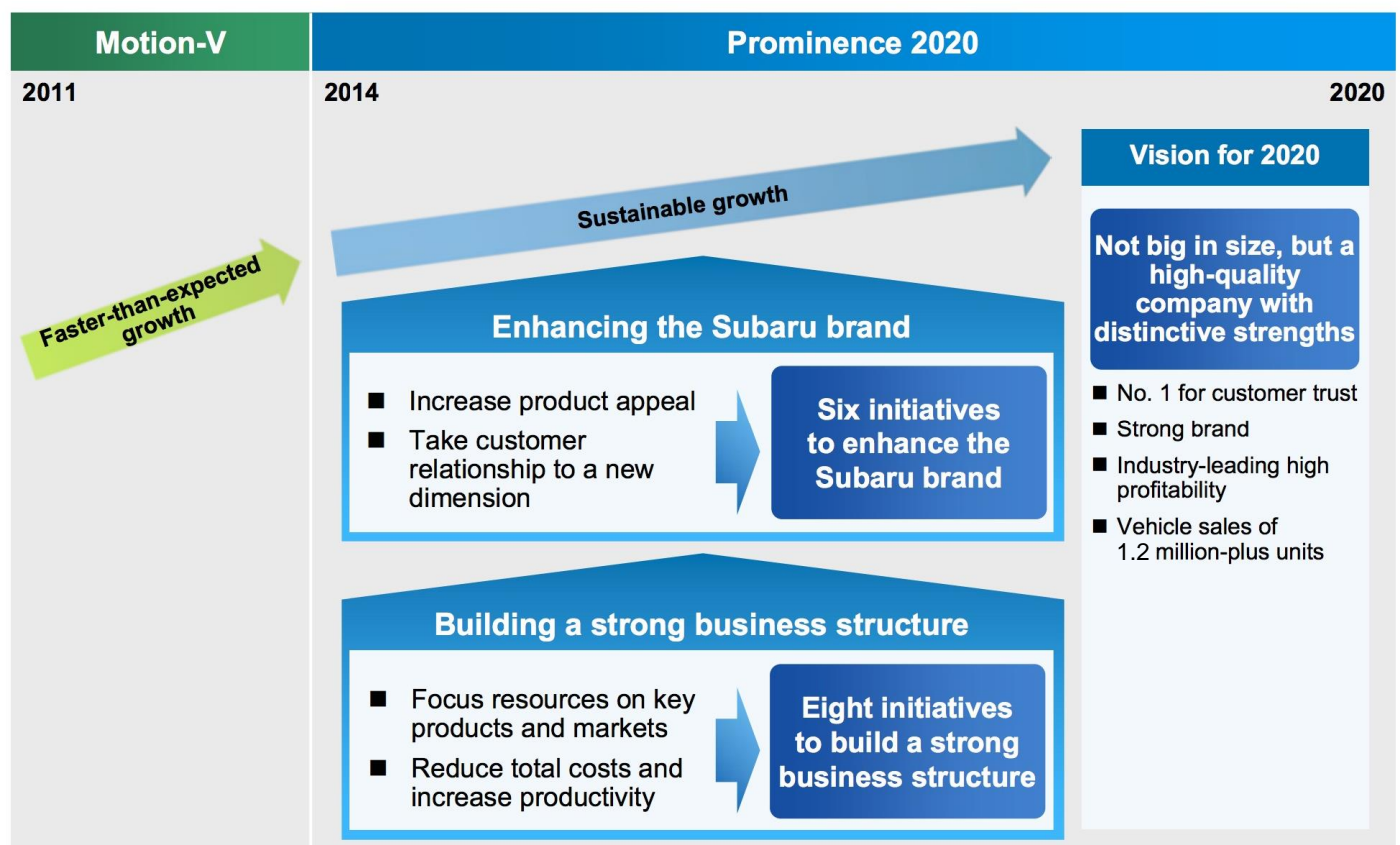
2 Mid-term Management Vision Announced in May 2014 (Updated in May 2016)

Prominence 2020

In May 2014 we announced our new mid-term management vision, "Prominence 2020," developed to strengthen our competitiveness and business structure for a new stage on the path to achieving sustainable growth.

To enable us to grow sustainably as a small-sized automaker, "Prominence 2020" sets out a corporate vision for 2020 of being "not big in size, but a high-quality company with distinctive strengths." To achieve this goal, we will focus on two activities—"enhancing the Subaru brand" and "building a strong business structure"—through which we will further pursue added-value business and increase resilience to changes in the business environment.

We will continue to pursue engineering excellence and offer our customers "Enjoyment and Peace of Mind" in the aim of creating a distinctive presence for Subaru that includes being No.1 for customer trust, building a strong brand, and achieving industry-leading profitability.

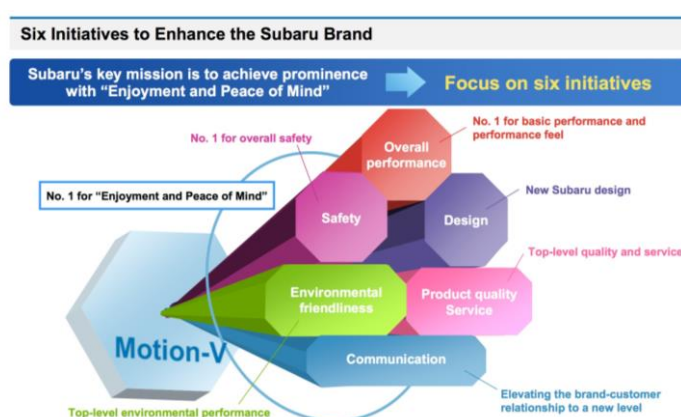
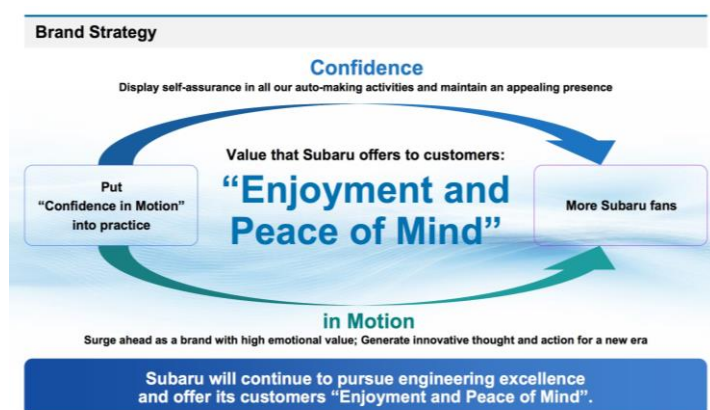


Change of company name to SUBARU CORPORATION

FHI will change its company name to "SUBARU CORPORATION" with effect from April 1, 2017. By unifying its corporate name and brand name on the 100th anniversary of the 1917 founding of the Aircraft Research Laboratory (later to become Nakajima Aircraft Co., Ltd.), the Company will further accelerate its current efforts to enhance the Subaru brand and achieve greater growth for Subaru as a distinctive global brand in the automotive and aerospace industries.

Six Initiatives to Enhance the Subaru Brand

- ①Overall performance: Further pursue "Enjoyment and Peace of Mind" with commitment to basic performance and performance feel.
- ②Safety: Become a No.1 brand for overall safety with "All-Around Safety" protecting all passengers and pedestrians.
- ③Design: Express new Subaru distinctive design created on "Dynamic & Solid" concept.
- ④Environmental efforts: Aim for top-level environmental performance in both areas of internal combustion engines and vehicle electrification.
- ⑤Quality & Service: Become a trusted brand that satisfies customers in quality and service
- ⑥Communication: Build stronger ties with customers through the kind of communication that only a small, distinctive brand can have.



Eight Initiatives to Build a Strong Business Structure

- ①Product strategy: Enhance product lineup with focus on SUVs and continuously launch new products.
- ②Market strategy: Target global sales of 1.2 million-plus vehicles with North America as the top-priority market and Japan and China as the second-pillar markets.
- ③Production strategy: Increase overseas production. Raise global capacity up to 1.07 million units according to necessity.
- ④Total cost reduction: Set out company-wide efforts to achieve 20% increase in total productivity by 2020.
- ⑤Alliance: Generate further synergies.
- ⑥Aerospace: Step into a new stage - from autonomy to growth.
- ⑦Industrial products: Achieve growth in both vehicle and general-purpose engines.
- ⑧Human resource development, Organization & Corporate culture: Enhance human resource development and corporate culture to become a compelling company with a strong market presence.

Three-Year Business Operation / Profit Plan

《FYE2015-17 (3 years)》

- Establish a foundation for the future by expanding R&D spending and capital expenditures.
- Maintain profit levels by having added-value enhancement and total cost reduction absorb rises in fixed costs due to increasing investments.

《FYE2017-19 (3 years)》

- Increase both revenue and income while further enhancing the investments for the future growth

FYE2015-17 (3 years)			
	as of May, 2014	as of May, 2015	as of May, 2016
Currency rate assumption	¥95/US\$	¥95/US\$	¥100/US\$
Net sales	8 trillion yen	-	8.5 trillion yen
Operating income	1 trillion yen	-	-
Operating income ratio	12.5%	-	11.8%
R&D expenses	250 billion yen (159%)	280 billion yen (178%)	300 billion yen (191%)
Capital expenditures	330 billion yen (171%)	400 billion yen (207%)	390 billion yen (202%)
Depreciation and amortization	200 billion yen (122%)	210 billion yen (128%)	200 billion yen (122%)

《FYE2017-19 (3 years)》	
	as of May, 2016
Currency rate assumption	¥100/US\$
Net sales	9.8 trillion yen
Operating income	1.1 trillion yen
Operating income ratio	11.2%
R&D expenses	360 billion yen (120%)
Capital expenditures	470 billion yen (121%)
Depreciation and amortization	290 billion yen (145%)

• (): % change from the previous 3-years (FYE2012-14) period

• (): % change from FYE2015-17 period (as of May, 2016)

Financial Policy

- Prioritize allocation of cash flows to investment for sustainable growth.
- Implement a well-balanced strategy with attention to investment efficiency, financial health, and shareholder returns

Shareholder Returns

- Profits are returned to shareholders basically in the form of dividends with business results for each term, investment plans, and the business environment taken into account with the basic policy to provide continuous dividend payments which are linked to business performance of the company.
- Decide dividends for each fiscal year in view of circumstances, based on a consolidated dividend payout ratio of 20–40%.

3 Board Directors / Executive Officers

Directors of the Board

(as of June 28, 2016)



Yasuyuki Yoshinaga

◆Representative Director & President
◇CEO



Jun Kondo

◆Representative Director & Deputy President
◇CORPORATE PLANNING DEPT.,
EXTERNAL RELATIONS DEPT.,
CHINA PROJECT OFFICE,
SUBARU CUSTOMER CENTER,
SUBARU PARTS & ACCESSORIES DIV.,
SUBARU COST PLANNING & MANAGEMENT DIV.,
SUBARU QUALITY ASSURANCE DIV.,
SUBARU NEXT STORY PROMOTION OFFICE
and AEROSPACE COMPANY



Naoto Muto

◆Director & Corporate Executive Vice President
◇AFFILIATED COMPANIES DEPT.,
INTELLECTUAL PROPERTY DEPT.,
SUBARU PRODUCT & PORTFOLIO PLANNING DIV.,
SUBARU ENGINEERING DIV. 1,
SUBARU ENGINEERING DIV. 2
and SUBARU TECHNICAL RESEARCH CENTER



Mitsuru Takahashi

◆Director & Corporate Executive Vice President
◇CFO, BUSINESS PLANNING DEPT.,
SECRETARIAL OFFICE,
FINANCE & ACCOUNTING DEPT.,
CORPORATE COMMUNICATIONS DEPT.,
HUMAN RESOURCES DEPT.,
GENERAL ADMINISTRATION DEPT.,
LEGAL DEPT. and INTERNAL AUDIT DEPT.



Takeshi Tachimori

◆Director & Corporate Executive Vice President
◇BUSINESS PROCESS & INFORMATION
SYSTEM MANAGEMENT DEPT.,
SUBARU GLOBAL MARKETING DIV.,
SUBARU JAPAN SALES & MARKETING DIV.,
SUBARU OVERSEAS SALES & MARKETING DIV. 1,
SUBARU OVERSEAS SALES & MARKETING DIV. 2,
SUBARU CONNECT BUSINESS DEPT.
and Subaru of America, Inc. (SOA)



Masahiro Kasai

◆Director & Corporate Executive Vice President
◇SUBARU MANUFACTURING DIV.,
SUBARU PURCHASING DIV.,
Subaru of Indiana Automotive, Inc. (SIA)
and INDUSTRIAL PRODUCTS COMPANY



Yoshinori Komamura

◆Outside Director



Shigehiro Aoyama

◆Outside Director

※Name, ◆title, ◇administration and responsibilities of execution of operation

(as of June 28, 2016)

Executive Officers

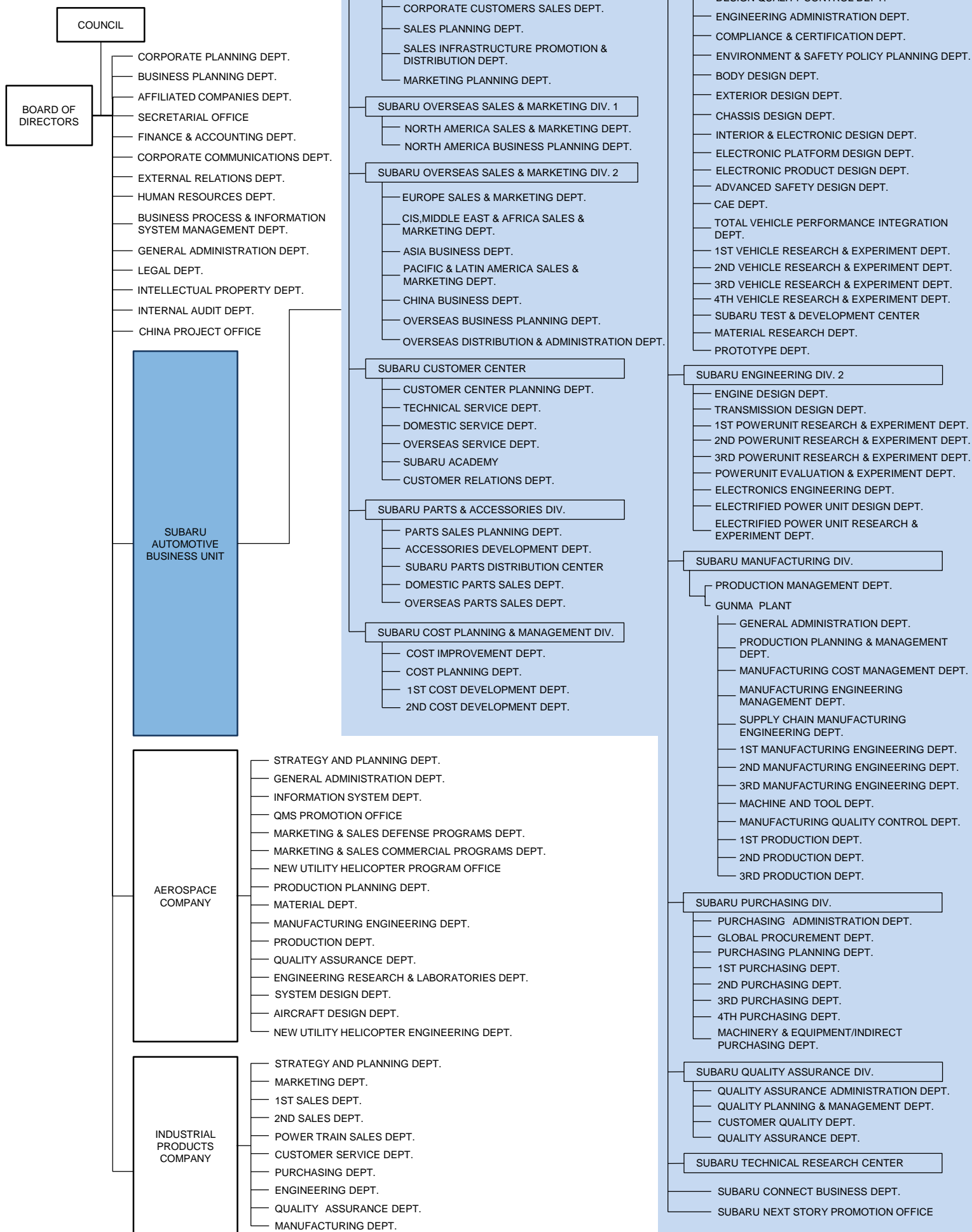
Title	Name	Responsibilities of execution of operation
Corporate Executive Vice President	Hisashi Nagano	AEROSPACE COMPANY
Corporate Executive Vice President	Nobuhiko Murakami	SUBARU OVERSEAS SALES & MARKETING DIV. 2
Corporate Executive Vice President	Tomomi Nakamura	SUBARU OVERSEAS SALES & MARKETING DIV. 1 Chairman of Subaru of America, Inc. (SOA)
Corporate Executive Vice President	Kazuo Hosoya	SUBARU JAPAN SALES & MARKETING DIV.
Corporate Executive Vice President	Masaki Okawara	SUBARU MANUFACTURING DIV. and AFFILIATED COMPANIES DEPT.
Corporate Senior Vice President	Yasuo Kosakai	SUBARU QUALITY ASSURANCE DIV.
Corporate Senior Vice President	Yasunobu Nogai	SUBARU COST PLANNING & MANAGEMENT DIV. and BUSINESS PLANNING DEPT.
Corporate Senior Vice President	Satoshi Maeda	INTELLECTUAL PROPERTY DEPT. and SUBARU ENGINEERING DIV. 2
Corporate Senior Vice President	Toshiaki Okada	CORPORATE PLANNING DEPT. and SUBARU NEXT STORY PROMOTION OFFICE
Corporate Senior Vice President	Tetsuo Onuki	SUBARU ENGINEERING DIV. 1 and SUBARU TECHNICAL RESEARCH CENTER
Corporate Senior Vice President	Yoichi Kato	EXTERNAL RELATIONS DEPT., BUSINESS PROCESS & INFORMATION SYSTEM MANAGEMENT DEPT., REGAL DEPT. and INTERNAL AUDIT DEPT.
Corporate Senior Vice President	Katsuyuki Mizuma	SUBARU OVERSEAS SALES & MARKETING DIV. 2
Corporate Vice President	Masami Iida	SUBARU OVERSEAS SALES & MARKETING DIV. 2
Corporate Vice President	Hiromi Tsutsumi	HUMAN RESOURCES DEPT.
Corporate Vice President	Shoichiro Tozuka	AEROSPACE COMPANY
Corporate Vice President	Toshiaki Tamegai	President of Subaru of Indiana Automotive, Inc. (SIA)
Corporate Vice President	Hiroki Kurihara	SUBARU CUSTOMER CENTER and SUBARU PARTS & ACCESSORIES DIV.
Corporate Vice President	Masayuki Uchida	SUBARU ENGINEERING DIV. 1 and SUBARU ENGINEERING DIV. 2
Corporate Vice President	Takuji Dai	SUBARU PRODUCT & PORTFOLIO PLANNING DIV.
Corporate Vice President	Fumiaki Hayata	SUBARU OVERSEAS SALES & MARKETING DIV. 1
Corporate Vice President	Atsushi Osaki	SUBARU QUALITY ASSURANCE DIV.
Corporate Vice President	Tatsuro Kobayashi	SUBARU PURCHASING DIV.

Auditors

Title	Name	
Standing Corporate Auditor	Akira Mabuchi	
Standing Corporate Auditor	Shuzo Haimoto	
Corporate Auditor	Shinichi Mita	
Corporate Auditor	Yasuyuki Abe	

Corporate Information

4 Organization



5 Domestic facilities

(as of March 31, 2016)

Name			Address	Land Area (thousand m)	Building Area (thousand m)	Number of Employees (Person)	Main Products
Head Office			Ebisu Subaru Bldg. 1-20-8, Ebisu, Shibuya-ku, Tokyo 150-8554 TEL: +81-3-6447-8000	4	14	558	-
	SUBARU Training Facility (SUBARU Academy)		1460 Hazama-machi, Hachioji-shi, Tokyo 193-0941 TEL: +81-42-666-6541	10	13	41	-
	Other	Parts distribution center, Pre Delivery Inspection Center,parking lot, vicinity of Oizumi Plant etc.	Ota-shi and Oizumi-machi, Gunma	578 [14]	161	117	-
Subaru Automotive Business	Tokyo Office		3-9-6, Osawa, Mitaka-shi, Tokyo 181-8577 TEL: +81-422-33-7000	158	69	1,482	-
	Gunma Plant	Gunma Main Plant	1-1, Subaru-cho, Ota-shi, Gunma 373-8555 TEL: +81-276-26-2011	586 [12]	324	4,119	LEVORG, IMPREZA, XV, WRX and BRZ
		Gunma Yajima Plant	1-1, Shoya-cho, Ota-shi, Gunma 373-0822 TEL: +81-276-48-2701	550	261	2,924	LEGACY, OUTBACK, IMPREZA, IMPREZA HYBRID, XV, XV HYBRID, FORESTER and CROSSOVER 7
		Gunma Ota North Plant	27-1, Kanayama-cho, Ota-shi, Gunma 373-0027	44	26	0	-
		Gunma Oizumi Plant	1-1-1, Izumi, Oizumi-machi, Oura-gun, Gunma 370-0531 TEL: +81-276-48-2881	304	229	2,381	Automobile engines and transmissions
		SUBARU R&E Center (Sano)	Sano-shi, Tochigi	1,081	25	166	-
		SUBARU R&E Center (Bifuka)	Bifuka-cho, Nakagawa-gun, Hokkaido	3,614	0	0	-
	Aerospace Company	Utsunomiya Plant		1-1-11, Yonan, Utsunomiya-shi, Tochigi 320-8564 TEL: +81-28-684-7777	566	221	1,724
Handa Plant		1-27, Shiohi-cho, Handa-shi, Aichi 475-0032 TEL: +81-569-29-4801	59	16	290	Aircraft	
Handa West Plant		102, Kamihama-cho, Handa-shi, Aichi 475-0804 TEL: +81-569-32-2501	42	14	45	Aircraft	
Industrial Products Company *The Industrial Products Company will be integrated with the Subaru automotive business with effect from October 1, 2016.		Saitama Plant	4-410, Asahi, Kitamoto-shi, Saitama 364-8511 TEL: +81-48-593-7755	143	92	387	General-purpose Engines and generators
subtotal ①				7,739	1,464	14,234	-
other	The site of airport		Ota-shi and Oizumi-machi, Gunma	767	0		
	Utsunomiya airstrip		Utsunomiya-shi, Tochigi	112	0		
	Welfare facility		-	226	99		
	lease to affiliates		Handa-shi, Aichi	45	7		
	Isesaki business office		Isesaki-shi, Gunma	183	55		
	Eco Utsunomiya factory		Utsunomiya-shi, Tochigi	12	3		
subtotal ②				1,347	164		
Total ①+②				9,086	1,629	14,234	

1. []: area of tenancy

2. Welfare facility includes 37 sites of dormitories and company houses.

3. Number of employees excludes executive officers, advisors and dispatches.

6 Main Affiliates (Japan)

(as of July 1, 2016)
(Number of Employees: as of March 31, 2016)

Name Official Site URL	Established	Address	Representative	Capital (Millions of yen)	Equity Interest (%)	Number of Employees (Person)	FYE2016 Net sales (Millions of yen)	Operations
Yusoki Kogyo K. K. http://www.yusoki.co.jp/	1950.7.15	102, Kamihamma-cho, Handa-shi, Aichi 475-8668 TEL: +81-569-21-3311	Eiji Tanikawa	100	100.0	132	2,194	Manufacture and sales of aircraft parts
Fuji Machinery Co., Ltd. http://www.fuji-machinery.co.jp/	1950.7.18	2-24-3, Iwagami-machi, Maebashi-shi, Gunma 371-0035 TEL: +81-27-231-3111	Yasuhiro Arai	480	100.0	396	36,641	Manufacture and sales of automobile parts, industrial product parts and agricultural transmissions
Ichitan Co., Ltd. http://www.ichitan.co.jp/	1951.2.2	74, Shindo-cho, Ota-shi, Gunma 373-0037 TEL: +81-276-31-2331	Motohisa Miyawaki	480	100.0	225	17,201	Manufacture and sales of forging parts of automobile and industrial machinery
Kiryu Industrial Co., Ltd. http://www.kiryu-kogyo.co.jp/	1960.12.23	2-704, Aioli-cho, Kiryu-shi, Gunma 376-0011 TEL: +81-277-53-1111	Yukio Nakano	400	97.7	256	7,544	Manufacture of custom-build car, Subaru engine and repair parts of plate; regeneration of transmission
Subaru Kohsan Co., Ltd. http://www.subaru-kohsan.co.jp/	1977.2.2	Ebisu Subaru Bldg. 1-20-8, Ebisu, Shibuya-ku, Tokyo 150-8554 TEL: +81-3-6447-8900	Tamaki Kamogawa	675	100.0	58	6,148	Deal/rental of real estate, administrative operation of rental hall and conference room, administrative operation/rental of parking ground, travel agency
Fuji Techno-Services Co., Ltd. http://www.fts.ne.jp/	1985.3.2	3-9-6, Osawa, Mitaka-shi, Tokyo 181-0015 TEL: +81-422-33-7596	Tatsuhiko Mukawa	70	100.0	733	6,465	Design, plan, research, experiment, examination and compile technical material of automobile, aircraft, general purpose engine and environmental tool
Subaru Logistics Co., Ltd. http://www.subaru-logistics.co.jp/	1986.3.27	558-1, Asahi-machi, Ota-shi, Gunma 373-0814 TEL: +81-276-48-3131	Yasuo Ueno	96	100.0	288	19,155	Shipping, land freight, warehousing, maintenance and insurance for automobiles and their components
H. B. C. Co., Ltd. http://subaru-hbc.jp/	1983.8.29	28, Higashiogijima, Kawasaki-ku, Kawasaki-shi, Kanagawa 210-0869 TEL: +81-44-277-3761	Kei Ono	490	68.0	11	1,259	Storing and shipping of automobile for international sales
Subaru Auto Accessories Ltd. http://www.e-saa.co.jp/	1987.3.9	1-854-1, Miyahara-cho, Kita-ku, Saitama-shi, Saitama 331-0812 TEL: +81-48-652-5603	Toshio Masuda	70	100.0	48	13,515	Sales, research & development, licensing of technology and import-export business of automobile accessories, parts and service materials
Robin Service Co., Ltd. http://www.robin-service.com/	1987.4.1	2-19, Akahori, Okegawa-shi, Saitama 363-0002 TEL: +81-48-728-7088	Keisuke Ishii	20	100.0	65	1,219	Contract packaging, shipment and inventory management of engines, automobiles and their components
Subaru Used cars Sales & Marketing Co., Ltd. http://www.subaru-chuhan.jp/	1988.4.2	2536-1 Nakatsu, Aikawa-machi, Aiko-gun, Kanagawa 243-0303 TEL: +81-46-286-5311	Tsukasa Morita	100	100.0	24	3,156	Tack-related operation of used cars, head office of SUAA Kanto, sales of supplies
Subaru Living Service Co., Ltd. http://www.subaru-sls.co.jp/	1988.4.2	3-9-6, Osawa, Mitaka-shi, Tokyo 181-0015 TEL: +81-422-33-6100	Motokiyo Nomura	20	100.0	301	13,914	Sales of office supplies and commodities, deal/rental/mediation/management of real estate, surrogate of personal import
Subaru Tecnica International Inc. http://www.sti.co.jp/	1988.4.2	3-9-6, Osawa, Mitaka-shi, Tokyo 181-0015 TEL: +81-422-33-7848	Yoshio Hirakawa	250	100.0	79	3,975	Manage of motorsport activities, sales of sport parts and goods, technical development, contracted R&E, automobile service
Subaru Finance Co., Ltd. http://www.subaru-finance.co.jp/	1988.7.1	1-19-15, Ebisu, Shibuya-ku, Tokyo 150-0013 TEL: +81-3-3445-2111	Mitsuru Takahashi	2,000	100.0	215	18,705	Leasing and rental of Subaru automobile, credit, financing and sales of auto insurance
Fuji Aircraft Maintenance Co., Ltd.	1988.10.31	1-24, Kanda-Sudacho, Chiyoda-ku, Tokyo 101-0041 TEL: +81-3-3257-1533	Eishi Umehara	30	100.0	180	1,403	Inspection, service and maintenance of aircraft and onboard equipment
Fuji Aerospace Corporation http://www.fhi-fas.co.jp/	1991.6.14	1-2-15, Yonan, Utsunomiya-shi, Tochigi 320-0834 TEL: +81-28-645-9509	Hiroyuki Ishikawa	30	100.0	125	1,233	Processing and assembly of aircraft parts
Subaru System Service Co., Ltd. http://www.sss.ne.jp/	1993.4.1	1-854-1, Miyahara-cho, Kita-ku, Saitama-shi, Saitama 331-0812 TEL: +81-48-653-5752	Hidetoshi Kobayashi	100	100.0	224	8,389	Development, maintenance and operation of information systems and related consulting services; sales and leasing of information equipment
Fuji Aerospace Technology Co., Ltd. http://www.fatec.jp/	1994.4.1	1-1-11, Yonan, Utsunomiya-shi, Tochigi 321-0102 TEL: +81-28-659-7436	Shoichiro Tozuka	20	100.0	91	2,582	Contract design, drafting, translation, calculation, analytical testing and software development for aircraft and space vehicle equipment
Fuji Heavy Industries House Co., Ltd. http://www.fhc-house.co.jp/	1999.9.1	100 Suehiro-cho, Isesaki-shi, Gunma 372-8508 TEL: +81-270-30-3147	Kazuo Terauchi	200	87.2	38	2,205	Rental/lease/sales of temporary house, transport and set up of temporary house, deal of used house
Subaru Intelligent Service Ltd. http://www.sisl.co.jp/	2005.3.1	3-9-6, Osawa, Mitaka-shi, Tokyo 181-0015 TEL: +81-422-33-7270	Kunihiko Tashiro	40	75.0	46	1,681	Produce service manuals, owners manuals and all sort of technical information.
Fuji Industrial Products Sales Co., Ltd. http://www.sankibanbai-fhi.co.jp/	2006.2.13	4-410, Asahi, Kitamoto-shi, Saitama 364-8511 TEL: +81-48-593-7955	Akio Iwashita	298	100.0	30	5,323	Sales of small general purpose engines
SUBARU Bloom Co., Ltd.	2014.2.14	1-1, Subaru-cho, Ota-shi, Gunma 373-8555 TEL: +81-276-23-2333	Hiromi Tsutsumi	30	100.0	32	111	Janitorial services at Subaru group buildings

7 Main Affiliates (Overseas)

Automobile

(as of July 1, 2016)
(Number of Employees: as of March 31, 2016)

Name	Established	Address	Representative	Investment ratio (%)	Number of Employees (Person)	Operations
Subaru of America, Inc.	1990.9	Subaru Plaza, 2235 Route 70 West Cherry Hill, NJ 08002, U.S.A.	Tomomi Nakamura	100	998	Sales of Subaru vehicles and supplies
Fuji Heavy Industries U.S.A., Inc	1985.9	C/O Subaru of America, Inc. Subaru Plaza, 2235 Route 70 West Cherry Hill, NJ 08002, U.S.A.	Shinichiro Sumi	100	57	Technical research on Subaru vehicles in North American market, government relations
Subaru Research & Development, Inc.	1986.6	3995 Research Park Drive, Ann Arbor, MI 48108, U.S.A.	Tetsuo Onuki	100	60	Compiling of technical information about automobile market of North America, research and development of Subaru vehicles
		6431 Global Drive Cypress, CA 90630, U.S.A.				
		14382 Chambers Road, Tustin, CA 92780, U.S.A.				
		46718 Fremont Blvd, Fremont, CA 94538, U.S.A.				
		C/O Subaru of Indiana Automotive, Inc. 5500 State Road 38 East, Lafayette, IN 47905, U.S.A.				
		C/O Subaru of America, Inc. Subaru Plaza, 2235 Route 70 West Cherry Hill, NJ 08002, U.S.A.				
Subaru of Indiana Automotive, Inc.	1987.3	5500 State Road 38 East, Lafayette, IN 47905, U.S.A.	Toshiaki Tamegai	100	4,673	Manufacture of Subaru vehicles, purchasing of parts, sales for Subaru of America, Inc.
Subaru Canada, Inc.	1989.10	560 Suffolk Court Mississauga, Ontario, L5R 4J7, Canada	Shiro Ohta	100	137	Sales of Subaru vehicles and supplies
Subaru Europe N.V./S.A.	2002.3	Leuvensesteenweg 555 B/8, 1930 Zaventem, Belgium	Masamichi Kudo	100	46	Sales of Subaru vehicles and supplies
Subaru Italia S.p.A.	1985.7	Largo Negrelli, 1, ALA (TN) I-38061, Italy	Takashi Yamada	100	43	Sales of Subaru vehicles and supplies
N.V. Subaru Benelux	1974.3	Leuvensesteenweg 555 B/1, 1930 Zaventem, Belgium	Masamichi Kudo	100	43	Sales of Subaru vehicles and supplies
Subaru Vehicle Distribution B.V.	2001.5	Merseyweg 40, 3197 KG Botlek, Netherlands	Shunsuke Sawada	50	1	Contract of discharging and transporting inland for dealers in Middle Europe, PDI operation
Subaru of China Ltd.	2006.3	Beijing landmark Towers office Building 2-1501, 8 North Dongsanhuan Road, Chaoyang District, Beijing 100004, China	Masami Iida	60	232	Sales of Subaru vehicles and supplies
Fuji Heavy Industries Technology (Beijing) Co., Ltd.	2013.6	Beijing Landmark Towers Office Building 1-802, 8 North Dongsanhuan Road, Chaoyang District, Beijing 100004, China	Keiji Hatori	100	33	QC, authentication, research and development of Subaru vehicles in Chinese market

Industrial Products

(as of July 1, 2016)
(Number of Employees: as of March 31, 2016)

Name	Established	Address	Representative	Investment ratio (%)	Number of Employees (Person)	Operations
Subaru Industrial Power Products	1993.11	905 Telser Road, Lake Zurich, IL 60047-1536, U.S.A.	Hiroyuki Saito	100	39	Sales of Subaru industrial machines and supplies for North America
Robin Europe GmbH	1998.6	Willicher Damm 135-137 D-41066 Monchengladbach, Germany	Masanori Taji	100	13	Sales of Subaru industrial machines and supplies for Europe
Fuji Heavy Industries (Singapore) Pte. Ltd.	1995.2	21 Bukit Batok Crescent #15-72 Wcega Tower Singapore 658065	Atsushi Narikawa	100	4	Sales of Subaru industrial machines and supplies for South East Asia
Changzhou Fuji Changchai Robin Gasoline Engine Co., Ltd.	1999.10	28 Changjiang Mid. Road, Xinbei District, Changzhou, Jiangsu, China	Minoru Kobayashi	67	97	Manufacture and sales of industrial machineries in China and for Subaru
Subaru Industrial Power Products of China Co., Ltd.	2012.7	Unit 5, 248 Donglan Road, Minhang Dist. Shanghai 201102, China	Keiichi Sakano	75	12	Sales of Subaru industrial machines and supplies, QC of procurement parts and products in China

8 Employees

Non-Consolidated Number of Employees

	Number of employees(Person)			Average age (age)	Average years of employment (years)
	Male	Female	Total		
End of March 2011	11,942	875	12,817	38.8	17.7
End of March 2012	11,985	849	12,834	38.6	18.0
End of March 2013	12,451	861	13,312	38.9	17.3
End of March 2014	12,784	871	13,655	38.8	16.6
End of March 2015	13,511	901	14,412	38.4	16.0
End of March 2016	13,858	929	14,787	38.3	16.6

Excluding executives and counsels, and including dispatches.

Labor Union

The Fuji Heavy Industries Workers' Union, an enterprise-based union, had 14,037 members at the end of June, 2016. It is part of the Federation of the Fuji Heavy Industries Workers' Unions, a group wide organization, which joins the Confederation of Japan Automobile Workers' Unions (JAW), an industry-wide labor organization.

Hiring of New Employees

U: University degree/H: High school and college degree/O: Others/Person/(Female)

	FYE2012				FYE2013				FYE2014			
	U	H	O	Total	U	H	O	Total	U	H	O	Total
Office staff	(1) 18	—	(4) 4	(5) 22	(2) 23	(5) 5	(5) 6	(12) 34	(2) 25	(4) 4	(3) 3	(9) 32
Engineers	(2) 72	(0) 12	(3) 13	(5) 97	(1) 97	(4) 30	(0) 15	(5) 142	(5) 134	(1) 27	(2) 20	(8) 181
Manufacturing staff	—	—	(4) 157	(4) 157	—	(1) 5	(22) 277	(23) 282	—	—	(13) 235	(13) 235
Total	(3) 90	(0) 12	(11) 174	(14) 276	(3) 120	(10) 40	(27) 298	(40) 458	(7) 159	(5) 31	(18) 258	(30) 448

	FYE2015				FYE2016				FYE2017			
	U	H	O	Total	U	H	O	Total	U	H	O	Total
Office staff	(3) 28	(5) 5	(3) 5	(11) 38	(4) 30	(3) 3	(3) 20	(10) 53	(8) 25	(3) 3	(4) 11	(15) 39
Engineers	(8) 137	(1) 28	(0) 23	(9) 188	(8) 167	(0) 38	(1) 6	(9) 211	(20) 176	(1) 39	(1) 24	(22) 239
Manufacturing staff	—	—	(21) 241	(21) 241	—	—	(17) 255	(17) 255	—	—	(32) 270	(32) 270
Total	(11) 165	(6) 33	(24) 269	(41) 467	(12) 197	(3) 41	(21) 281	(36) 519	(28) 201	(4) 42	(37) 305	(69) 548

Hiring of Mid-Career Employees

Person/(Female)

		FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Regular employment	Office staff	6 (2)	4 (0)	8 (1)	7 (5)	18(0)	7(4)
	Engineers	1 (0)	29 (0)	52 (0)	114 (3)	204(8)	82(5)
	Manufacturing staff	24 (0)	86 (0)	375 (4)	133 (0)	339(2)	119(4)
	Total	31 (2)	119 (0)	435 (5)	254 (8)	561(10)	208(13)
non-regular employment	Office staff	39 (0)	22 (0)	10 (0)	—	3(0)	10(5)
	Engineers	15 (0)	14 (0)	16 (0)	11 (0)	13(0)	42(5)
	Manufacturing staff	23 (0)	55 (0)	31 (0)	46 (0)	27(0)	30(0)
	Total	77 (0)	91 (0)	57 (0)	57 (0)	43(0)	82(10)

9 Facilities

Training center

(as of July 1, 2016)

Target	Name	Facility	Program
Employees of FHI group	Subaru Academy (located in Hachioji-shi, Tokyo)	Large hall (80ppl) 2rooms Med. Hall (30ppl) 9rooms Small hall (16ppl) 2rooms Discussion (12ppl) 8rooms Lodging (162ppl) 133rooms	<For employees of special dealers> Management and sales Control of service and component Service skills <For employees of Subaru> Qualification-specific training Professional training (position-specific) Global development training, etc

Employee welfare facilities

(as of July 1, 2016)

	Head Office	Tokyo (office)	Gunma(plant)	Saitama(plant)	Utsunomiya(plant)	Total
Company housing (houses)	287		201	30	152	670
Bachelor dormitory (rooms)	347		2,622	45	542	3,556
Sports facility	Tennis court	Gymnasium Tennis court	Gymnasium Playing field Swimming pool (heated) Tennis court Indoor field for base ball	Training room Tennis court	Gymnasium Playing field Tennis court Archery room	—
Hall (employees' club)	—	Moriyama-sou	Yuuhi-sou	—	Yayoi-sou	3
In-house store	1	1	6	1	2	—
In-house medical clinic	1	1	4	1	1	8
Hospital (operated by the Health Insurance Society)	—	—	Ota Memorial Hospital *1	—	—	1
For the elderly (operated by the Health Insurance Society)	—	—	Hachikyuen *2	—	—	1

*1 Ota Memorial Hospital: 28 departments, 400 beds

*2 Hachikyuen: 52 in-home, 33 short-service

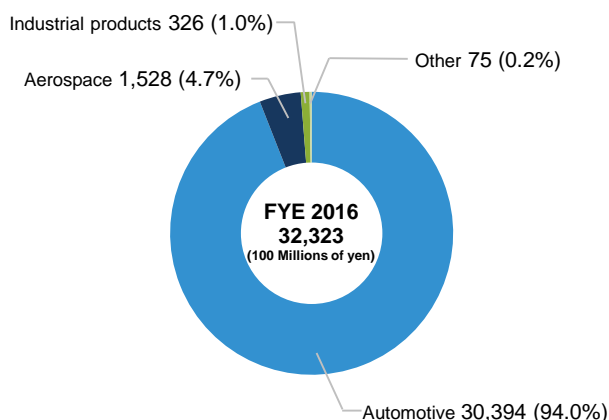
1 Consolidated Sales and Profits

(Millions of yen)

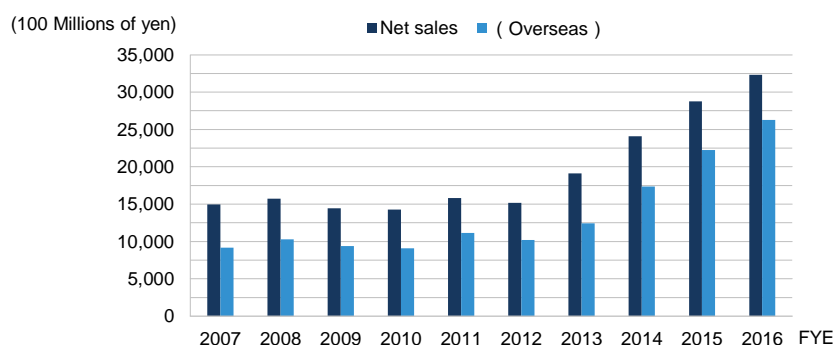
		FYE2007		FYE2008		FYE2009		FYE2010		FYE2011	
		Net sales	Operating income	Net sales	Operating income	Net sales	Operating income	Net sales	Operating income	Net sales	Operating income
Net sales		1,494,817		1,572,346		1,445,790		1,428,690		1,580,563	
(Overseas)		(918,601)		(1,028,359)		(938,276)		(907,854)		(1,113,240)	
Division	Automotive	1,339,291	37,831	1,421,179	37,141	1,316,305	△ 9,201	1,294,451	21,716	1,452,207	80,387
	Aerospace	94,012	5,674	99,673	4,442	80,873	1,575	93,216	4,812	82,817	2,256
	Industrial products	49,699	1,508	40,678	659	34,912	△ 1,643	23,913	△ 2,437	30,061	△ 52
	Other	11,815	2,257	10,816	2,525	13,701	3,118	17,110	2,560	15,478	1,463
Corporate and elimination		—	636	—	913	—	348	—	699	—	81
Operating income		47,906		45,680		△ 5,803		27,350		84,135	
Ordinary income		42,215		45,437		△ 4,600		22,361		82,225	
Net income attributable to owners of parent		31,899		18,481		△ 69,933		△ 16,450		50,326	

		FYE2012		FYE2013		FYE2014		FYE2015		FYE2016	
		Net sales	Operating income	Net sales	Operating income	Net sales	Operating income	Net sales	Operating income	Net sales	Operating income
Net sales		1,517,105		1,912,968		2,408,129		2,877,913		3,232,258	
(Overseas)		(1,018,633)		(1,241,149)		(1,736,069)		(2,225,019)		(2,626,857)	
Division	Automotive	1,389,070	39,389	1,778,966	110,974	2,246,624	308,973	2,698,974	400,874	3,039,424	543,609
	Aerospace	80,251	2,882	89,148	6,819	124,436	14,148	142,801	18,912	152,786	18,201
	Industrial products	33,617	503	30,148	640	29,776	632	29,029	779	32,570	82
	Other	14,167	1,029	14,706	1,618	7,293	2,099	7,109	1,884	7,478	2,894
Corporate and elimination		—	156	—	360	—	637	—	596	—	803
Operating income		43,959		120,411		326,489		423,045		565,589	
Ordinary income		37,277		100,609		314,437		393,648		576,972	
Net income attributable to owners of parent		38,453		119,588		206,616		261,873		436,654	

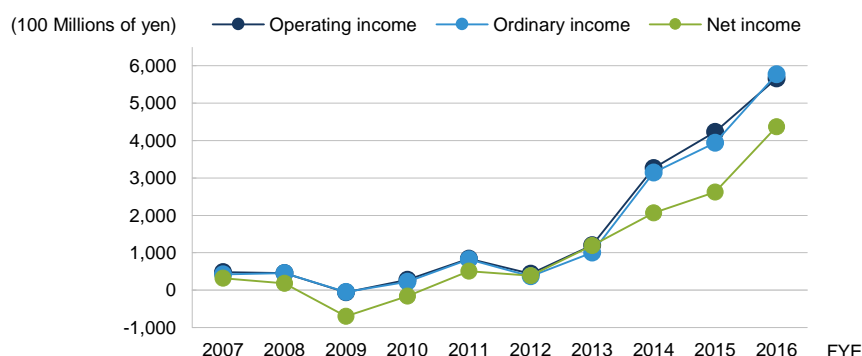
FYE2016 Net Sales by Division



Changes in Net Sales



Changes in Profits



Consolidated subsidiaries 77 companies

Equity method affiliates 2 companies

2 Non-Consolidated Sales and Profits

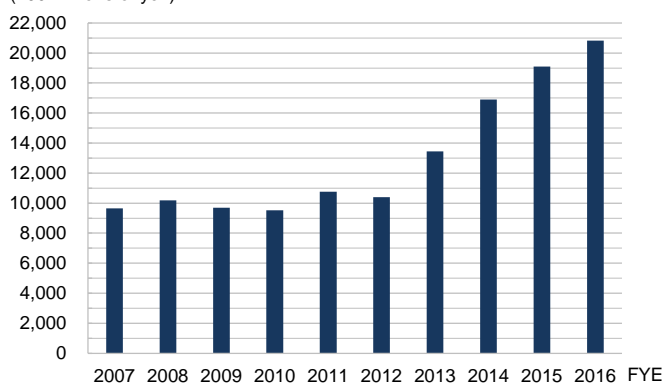
(Millions of yen)

		FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Net sales		964,424	1,018,820	969,209	952,136	1,075,923	1,038,917	1,344,110	1,689,639	1,910,677	2,083,464
Operating income		33,507	25,830	△ 24,546	△ 12,522	48,160	1,051	83,760	248,428	318,390	414,755
Ordinary income		27,135	24,847	△ 24,840	△ 12,617	48,732	8,073	78,566	252,323	314,819	438,639
Net income		△ 6,391	△ 58	△ 83,404	△ 32,315	33,877	9,277	98,648	173,111	219,684	361,941
Dividend per stock (¥)	1/2	4.5	4.5	4.5	0.0	4.5	4.5	5.0	20.0	31.0	72.0
	2/2	4.5	4.5	0.0	0.0	4.5	4.5	10.0	33.0	37.0	72.0
	Full	9.0	9.0	4.5	0.0	9.0	9.0	15.0	※53.0	68.0	144.0

※Including ¥5.0 of commemorative dividend.

Changes in Net Sales

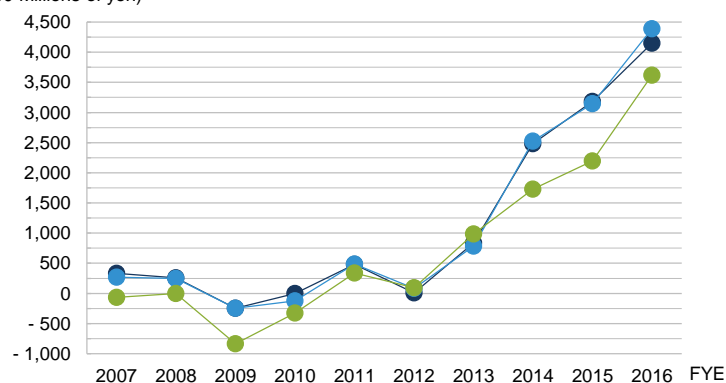
(100 Millions of yen)



Changes in Profits

—●— Operating income —●— Ordinary income —●— Net income

(100 Millions of yen)



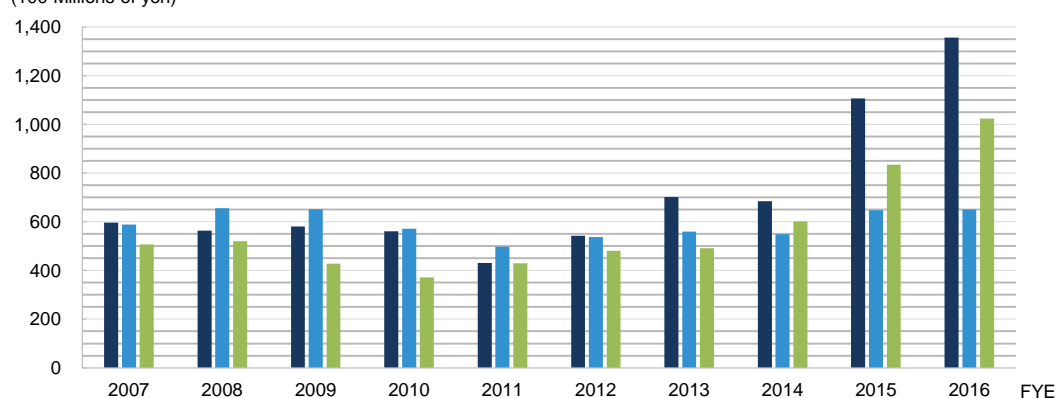
3 Capital Expenditures, Depreciation and R&D Expenses

(100 Millions of yen)

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Capital Expenditures	596	563	580	561	431	543	702	685	1,107	1,357
Depreciation and amortization	589	655	651	571	498	537	559	549	648	650
R&D expenses	507	520	428	372	429	481	491	601	835	1,024

(100 Millions of yen)

■ Capital expenditures ■ Depreciation and amortization ■ R&D expenses



1 Share Information

Total number of shares to be issued: 1,500,000,000 shares

(as of March 31, 2016)

Total number of shares issued: 782,865,873 shares

Types of Shareholders

	Stock information (1 unit = 100 shares)							Broken lot
	Government and local public agencies	Financial organizations	Securities companies	Other corporate bodies	Foreign corporations (Individual)	Individual etc.	Total	
Number of shareholders (Person)	0	183	88	881	852 (55)	77,535	79,594	—
Number of shares held (Units)	0	2,595,988	245,206	1,712,117	2,589,640 (242)	682,431	7,825,624	303,473 stocks
Ratio (%)	0.00	33.17	3.14	21.88	33.09	8.72	100.00	—

2,087,843 stocks of own shares include both 20,878 units in "Individual etc" and 43 shares in "Broken lot."

Major Shareholders

Name	Address	Number of Shares Held (1,000 Shares)	Percentage of Total Shares Held (%)
Toyota Motor Corporation	1 Toyota-cho, Toyota city, Aichi	129,000	16.48
The Master Trust Bank of Japan, Ltd. (Trust account)	2-11-3 Hamamatsu-cho, Minato-ku, Tokyo	44,889	5.73
Japan Trustee Services Bank, Ltd. (Trust account)	1-8-11 Harumi, Chuo-ku, Tokyo	42,809	5.47
Mizuho Bank, Ltd.	1-5-5 Otemachi, Chiyoda-ku, Tokyo	16,078	2.05
Suzuki Motor Corporation	300 Takatsuka-cho, Minami-ku, Hamamatsu-shi, Shizuoka	13,690	1.75
Sompo Japan Nipponkoa Insurance Inc.	1-26-1 Nishi Shinjuku, Shinjuku-ku, Tokyo	12,157	1.55
Tokio Marine & Nichido Fire Insurance Co., Ltd.	1-2-1 Marunouchi, Chiyoda-ku, Tokyo	10,295	1.32
FHI's Client Stock Ownership	1-20-8 Ebisu, Shibuya-ku, Tokyo	10,069	1.29
MIZUHO SECURITIES ASIA LIMITED-CLIENT A/C 69250601	12TH FLOOR, CHATER HOUSE, 8 CONNAUGHT ROAD, CENTRAL, HONG KONG	9,902	1.26
Nippon Life Insurance Company	1-6-6, Marunouchi, Chiyoda-ku, Tokyo	9,513	1.22
Total		298,402	38.12

1 Production

Production

(Units)

		FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Domestic	Mini vehicle※	157,891	132,833	111,571	96,012	77,005	63,665	—	—	—	—
	Passenger car	326,228	356,837	362,395	356,734	381,783	404,340	583,078	649,911	707,669	714,879
	Subaru	484,119	489,670	473,966	452,746	458,788	468,005	583,078	649,911	707,669	714,879
	SAAB	144	—	—	—	—	—	—	—	—	—
	Sub total	484,263	489,670	473,966	452,746	458,788	468,005	583,078	649,911	707,669	714,879
Overseas	U.S.A. (SIA)	110,373	109,178	91,581	104,346	164,773	170,629	181,184	163,511	206,681	235,979
Total		594,636	598,848	565,547	557,092	623,561	638,634	764,262	813,422	914,350	950,858

※ Mini vehicle include vehicles with over 660cc engine for export.

		FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Overseas	Malaysia	—	—	—	—	—	—	1,266	6,354	4,277	3,873

※ Production of Malaysia is not included in our overseas production.

Total Domestic Production

(as of March 31, 2016)
(Units)

Passenger car	Justy	428,266	Mini vehicle※3	Subaru 360 ※4	392,016
	Domingo	178,317		R-2	289,555
	Subaru 1000	80,327		Rex	1,902,811
	FF-1	156,341		Vivio	747,045
	Leone	3,790,380		Stella	204,935
	Legacy	2,534,893		R2	134,005
	Exiga	62,163		R1	15,081
	Impreza (include SAAB※1)	3,008,231		Pleo	586,676
	Forester	2,970,284		Sambar	3,695,677
	Alcyone	98,918		Sub total	7,967,801
	Alcyone SVX	24,379			
	SUBARU BRZ・86 (for Toyota)	223,265			
	WRX/STI※2	105,016			
	Levorg	74,276			
	Sub total	13,735,056			
Total				21,702,857	

※1 SAAB: total 10,346 units

※2 After new model of WRX/STI 2014

※3 Figures through March 2012 (Subaru ended mini vehicle production in March 2012.)

※4 Include Subaru 450 (Subaru 450: total 1,549 units)

Total Overseas Production

(as of March 31, 2016)
(Units)

Passenger car	Legacy	1,081,420
	Outback	1,690,957
	Baha	33,001
	Tribeca	113,868
	Total	2,919,246

Domestic AWD Production

(Units)

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Mini vehicle※	71,151	57,189	51,430	48,040	42,860	49,206	—	—	—	—
Passenger car	306,513	335,014	341,715	340,042	368,266	383,210	478,409	578,541	661,108	671,628
Total	377,664	392,203	393,145	388,082	411,126	432,416	478,409	578,541	661,108	671,628

※ Mini vehicle include vehicles with over 660cc engine for export.

Domestic Engine Production

(Units)

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Mini vehicle	158,031	132,967	111,711	96,007	77,445	62,504	—	—	—	—
Passenger car	349,674	392,345	377,098	377,600	412,682	434,924	606,172	671,844	736,007	751,588
Total	507,705	525,312	488,809	473,607	490,127	497,428	606,172	671,844	736,007	751,588

Domestic Transmission Production

■CVT Production

(Units)

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Mini vehicle	81,166	83,441	127,879	183,542	74,016	2,365	—	—	—	—
Passenger car	0	0	2,186	150,650	202,510	281,914	485,844	675,149	823,304	860,693
Total	81,166	83,441	130,065	334,192	276,526	284,279	485,844	675,149	823,804	860,693

Subaru CVT vehicle's total production: 5,414,663 units

■AT Production

(Units)

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Passenger car	312,024	346,353	329,017	240,652	252,465	207,724	101,323	15,887	870	—

■MT Production

(Units)

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Mini vehicle	58,165	48,243	43,976	40,895	36,129	45,968	—	—	—	—
Passenger car	118,374	126,897	108,142	83,940	94,102	90,445	88,333	69,902	73,589	74,350
Total	176,539	175,140	152,118	124,835	130,231	136,413	88,333	69,902	73,589	74,350

※Mini vehicle with MT, registered 6MT, 5MT and new 6MT (produced since January 2009) are manufactured in Fuji Machinery Co., Ltd.

Production Capacity by Plant

(Units)

	March 2012	August 2012	January 2013	August 2013	May 2014 (Main plant) February 2014 (SIA)	October 2014	Spring 2016	End of 2016 (plan)	FYE2019 (plan)
Main plant	100,000	150,000	165,000	180,000	200,000	202,000	207,000	213,000	213,000
Yajima plant	422,000	422,000	422,000	422,000	422,000	427,000	429,000	429,000	483,000
SIA	170,000	170,000	170,000	170,000	200,000	200,000	218,000	394,000	436,000
Total	692,000	742,000	757,000	772,000	822,000	829,000	854,000	1,036,000	1,132,000
Note	Main plant start of registered vehicle production	Start of bridge production at Main plant and Yajima plant	Main plant capacity increase	Main plant capacity increase	Main plant and SIA capacity increase		SIA capacity increase	Main plant and SIA capacity increase	Yajima plant and SIA capacity increase

Production capacity is calculated as below.

■Main plant/Yajima plant: 2-part shift operation, 1 hour/day overtime work, 1 day/month holiday work

■SIA: 2-part shift operation, 2 hours of overtime work (excluding Fridays)

Production base of USA

Subaru of Indiana Automotive, Inc. (SIA)

(as of July 1, 2016)

Address		5500 State Road 38 East. Lafayette, Indiana 47905 U.S.A.
Established		March 17, 1987
Paid-in Capital		US\$ 794,000,000.
Board Directors / Executive Officers	President	Toshiaki Tamegai (Corporate Vice President of Fuji Heavy Industries Ltd.)
	Executive Vice President	Thomas V. Easterday
	Director (part-time position)	Yasuyuki Yoshinaga (President of Fuji Heavy Industries Ltd.)
	Director (part-time position)	Masahiro Kasai (Director & Corporate Executive Vice President of Fuji Heavy Industries Ltd.)
	Director (part-time position)	Tomomi Nakamura (Corporate Executive Vice President of Fuji Heavy Industries Ltd.)
	Director (part-time position)	Masaki Okawara (Corporate Executive Vice President of Fuji Heavy Industries Ltd.)
	Director (part-time position)	Toshiaki Okada (Corporate Senior Vice President of Fuji Heavy Industries Ltd.)
Number of Employees		4,673 person (as of March 31, 2016)
Land area		3,310,000m ²
Groundbreaking date		March 31, 1987 (Ceremony on May 14)
Start of production		September 1989
Producing models		Legacy, Outback and Impreza (in the second half of 2016 (plan))
URL		http://www.subaru-sia.com

2 Sales

Sales volume (consolidated/fiscal year)

(Units)

		FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Domestic	Mini vehicle	145,610	130,635	108,694	96,175	89,971	92,189	50,372	55,454	34,876	33,702
	Passenger car	81,201	78,055	70,095	75,097	68,134	80,153	112,750	126,147	127,876	111,586
	Sub total	226,811	208,690	178,789	171,272	158,105	172,342	163,122	181,601	162,752	145,288
Overseas	USA※	190,276	192,760	188,240	227,028	278,959	280,356	357,569	441,799	527,630	582,674
	Canada	16,247	17,587	18,873	22,828	28,059	28,239	32,644	36,013	42,439	47,579
	Europe	58,475	63,373	56,764	37,340	48,244	39,075	46,382	31,756	35,730	41,778
	Russia	12,929	22,622	20,711	1,563	11,320	15,860	14,719	15,314	11,559	5,723
	Australia	38,136	40,210	36,716	34,992	41,150	36,928	38,120	39,515	38,889	44,611
	China	7,454	12,621	26,184	48,938	62,412	48,323	50,185	44,807	53,821	44,388
	Other	27,610	38,802	29,056	18,876	28,715	18,739	21,725	34,293	37,875	45,824
	Sub total	351,127	387,975	376,544	391,565	498,859	467,520	561,344	643,497	747,943	812,577
Total		577,938	596,665	555,333	562,837	656,964	639,862	724,466	825,098	910,695	957,865

※ USA includes Hawaii.

Sales volume (retail/calendar year)

(Units)

		FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Domestic	Mini vehicle	152,192	140,990	121,693	97,996	97,558	84,896	69,645	54,849	42,991	38,268
	Passenger car	93,042	84,828	85,050	75,491	79,139	73,802	108,070	125,969	126,562	123,985
	Sub total	245,234	225,818	206,743	173,487	176,697	158,698	177,715	180,818	169,553	162,253
Overseas	USA※	200,703	187,208	187,699	216,652	263,820	266,989	336,441	424,683	513,693	582,675
	Canada	16,190	16,504	19,892	23,034	27,805	26,984	31,003	36,760	42,035	46,609
	Europe	63,823	57,541	61,582	49,562	50,603	37,415	42,273	39,074	34,650	41,630
	Russia	7,764	15,803	22,006	9,670	8,587	12,535	14,373	17,004	17,747	7,014
	Australia	37,520	38,445	38,492	36,506	40,025	34,011	40,189	40,200	40,502	43,600
	China	5,600	9,231	19,010	35,348	57,138	57,198	43,459	55,845	54,557	47,040
	Other	24,939	31,416	29,650	23,039	26,487	23,246	21,197	35,216	40,404	47,520
	Sub total	356,539	356,148	378,331	393,811	474,465	458,378	528,935	648,782	743,588	816,088
Total		601,773	581,966	585,074	567,298	651,162	617,076	706,650	829,600	913,141	978,341

※ USA includes Hawaii.

3 Export

Export of complete cars and overseas production parts

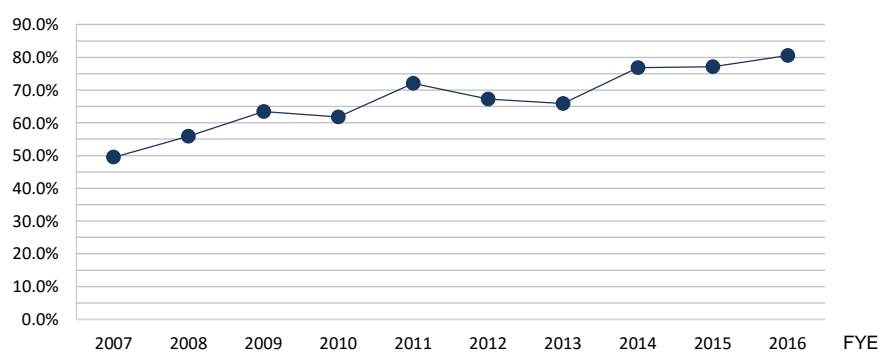
(Units)

		FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Complete cars	USA ^{※1}	90,385	96,060	124,086	117,933	123,470	138,970	196,986	293,465	339,529	361,407
	Europe	65,987	76,238	72,735	41,586	61,851	56,693	60,646	47,550	47,933	47,873
	Other ^{※1}	83,351	101,405	103,592	120,201	145,376	119,336	126,391	158,179	158,147	167,203
	Sub total	239,723	273,703	300,413	279,720	330,697	314,999	384,023	499,194	545,609	576,483
	(Mini vehicle ^{※2})	(395)	(579)	(111)	(96)	(70)	(0)	(0)	(0)	(0)	(0)
	Export ratio (%)	49.5	55.9	63.4	61.8	72.1	67.3	65.9	76.8	77.1	80.6
Overseas production parts	USA (SIA)	100,972	110,363	77,871	113,605	163,469	175,256	183,729	159,266	218,565	237,060
	Malaysia	-	-	-	-	-	-	1,980	6,288	3,948	5,364
	Sub total	100,972	110,363	77,871	113,605	163,469	175,256	185,709	165,554	222,513	242,424
	(Mini vehicle ^{※2})	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Total (Mini vehicle ^{※2})		340,695	384,066	378,284	393,325	494,166	490,255	569,732	664,748	768,122	818,907
		(395)	(579)	(111)	(96)	(70)	(0)	(0)	(0)	(0)	(0)

※1 USA and Other (Canada) include SAAB vehicles.

※2 Mini vehicle include vehicles with over 660cc engine for export.

Export ratio



4 Brand Statement and Core Technologies

■ Brand Statement

Confidence in Motion

In November 2010, we adopted “Confidence in Motion” as the worldwide Subaru brand statement. “Confidence” expresses the relationship of trust we have built up with customers, by our insistence on making excellent vehicles and by following through on our commitment to provide enjoyment and peace of mind. “In motion” expresses our resolve to continue innovating so as to meet the needs of customers, building greater “Confidence” by discerning the trends of the times.

Subaru will continue to address major changes including global environmental issues and the demands of ever-maturing automobile use.

We believe that automobiles should be more than simply a means of transportation. They should also be a source of enjoyment. That enjoyment is based on peace of mind, and these two inseparable values are central to the Subaru experience. As customer needs diversify further, Subaru is dedicated to the further advancement of peace of mind and enjoyment, taking a more free-thinking approach to stay ahead of the age while not losing sight of the essence of what an automobile should be.

Through “Confidence in Motion,” Subaru is offering the freedom and joy of driving that Subaru is best at delivering. We will continue innovating in order to meet the expectations of more customers who seek a uniquely satisfying experience.



SUBARU

Confidence in Motion

■ Core Technologies

Symmetrical AWD

The advantages of the all-wheel drive (AWD) are maximized by the low center of gravity made possible by the horizontally opposed engine, and the outstanding front-rear and left-right weight balance resulting from centrally locating heavy components. Symmetrical AWD delivers superb performance under all kinds of conditions. When cornering, it enables a linear response to steering operations. At high speeds, its straight-line stability provides a better experience and peace of mind. And even when driving in bad weather, stability is excellent. Subaru remains focused on Symmetrical AWD as the core mechanism on which drivers can rely in all driving situations, from town to highway.

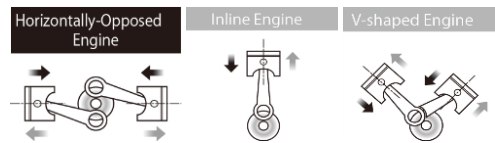


Horizontally-Opposed “Boxer” Engine

Subaru has long touted the horizontally opposed engine as an ideal power unit. In this design, the pistons face away from each other in a horizontal layout. The inertial force generated by piston movement is cancelled out by the opposing pistons. The result is excellent rotational balance, enabling the engine to rev up smoothly all the way to the high-rotation range. The low height of the engine along with its light weight and compact size help to lower the vehicle center of gravity. The outstanding weight balance of the symmetrical design makes for precise cornering, just as the driver intends.



Unlike the straight and V-type engines, pistons in the horizontally-opposed engine are arranged flatly and symmetrically, centering around a crankshaft. Thus the pistons absorb each other's power.



Lineartronic (CVT)

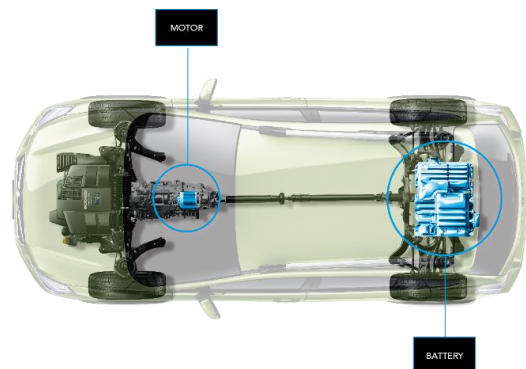
Lineartronic is the world's first* chain-type longitudinally mounted continuously variable transmission (CVT) to be adopted in a mass-production AWD vehicle. The biggest advantage of a CVT is the way it works to keep the engine running in its most efficient power range. The use of a metal link chain makes the Lineartronic more compact and enables efficient transmission of the engine torque to the wheels, for a natural, comfortable ride. In addition, it achieves high levels of both environmental performance and output performance.

(*According to internal research)



Hybrid System

We have combined a compact, high-performance motor and battery package with Subaru's unique Symmetrical AWD layout to create a hybrid system without compromising the symmetry and low center of gravity for which Subaru drivetrains are renowned. In addition to offering powerful output performance and excellent fuel economy, the system strikes a refined balance between superb dynamics characterized by sporty handling and comfort and utility.



Subaru Global Platform

Utilizing the new Subaru Global Platform announced in March 2016, we aim to dramatically enhance the future driving performance and safety of Subaru vehicles while vastly expanding scope for common specifications among models based on the concept of unified platform design. Subaru's passive safety has gained top rankings among vehicle assessment agencies in many countries, and we will work to address the latest collision types identified worldwide to maintain our top global position.



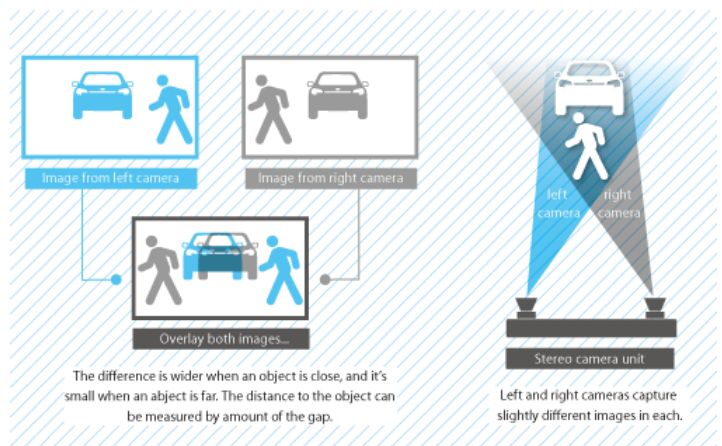
EyeSight (Ver. 3) Driver Assist System

EyeSight, first introduced in 2008, uses stereo cameras to measure distance and recognize objects, as a driver assist system for vehicle control. The stereo camera unit has two CCD cameras serving as a pair of eyes. Acting as the brain is a microprocessor-controlled system with a three-dimensional image processing engine, image recognition software, and vehicle control software. These function together in close coordination to provide a high level of driving assistance.

Human eyes see things differently with the left and right eyes. A large difference tells us that an object is near, and a small difference that objects are more distant. In this way we perceive a three-dimensional world. EyeSight with its stereo cameras makes use of this principle, accurately recognizing the distance of objects in front of the vehicle as well as their shape and speed of movement. In the same way as the driver obtains a large amount of information visually, EyeSight is able to recognize not just other vehicles but also pedestrians, bicycles, lane markers, and other objects, while exercising control functions based on this information.

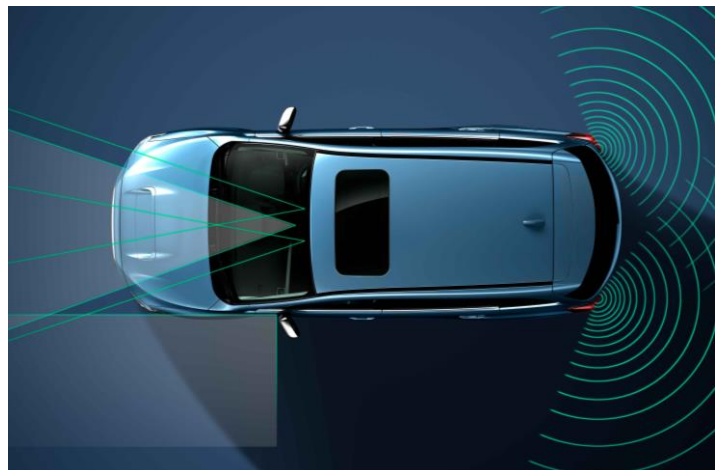
The latest generation EyeSight (Ver.3) can pick up objects over a wider range and greater distance. It can also recognize colors. New driver assist functions include Lane Sway and Departure Warning, Pre-Collision Throttle Management, and Lead Vehicle Start Alert, while other functions such as Pre-Collision Braking and Full Speed Range Adaptive Cruise Control have received performance upgrades, to provide leading-edge preventive safety technology.

Stereo camera



Advanced Safety Package





With the aim of creating accident-free automobiles, Subaru in 2015 began offering the Advanced Safety Package. It employs sensors built into the rear of the body to detect vehicles approaching from behind, as well as functions that control the headlight range by detecting light from oncoming or preceding vehicles. These and other functions ensure a safe field of vision. Safety functions aimed at accident avoidance provide the driver and passengers with greater peace of mind and enjoyment.



5 Product Lineup


Passenger car

(as of July 1, 2016)

	Model Name (Domestic)	Product overview			
			Domestic	US market	Other overseas market
	LEGACY B4	A sport sedan whose development has always focused on pursuing the essence of a grand touring car. Since its launch in 1989, it has garnered acclaim as the Subaru flagship model.	○	○	○
	LEGACY OUTBACK	A crossover model creating new value by blending the advantages of a passenger car, sport utility vehicle (SUV), and station wagon. Along with superior performance on all terrains, this top-class model pursues design quality.	○	○	○
	LEVORG	A sport tourer that embodies a new generation of Subaru vehicles. It raises the bar in every area, from design and packaging to driving performance, environment friendliness, and safety, merging these performance aspects at a high level.	○		○
	WRX S4 WRX STI	A car exemplifying the sporty performance of the Subaru AWD. Sport car lovers all over the world favor the WRX as a highly individualistic automobile combining practicality with overwhelming sporty performance.	○	○	○
	IMPREZA	A compact automobile known for its stylish appearance inside and out, spacious interior and luggage area, and excellent driving performance suitable even for long touring. In addition to 5-door and 4-door models, a 5-door hybrid model is available in Japan.	○	○	○
	SUBARU XV	A crossover SUV adopting the concept of Urban Adventure. Along with the fundamentals of fuel efficiency and enjoyable driving, the exterior design gives it a stylish presence. A hybrid model is also available.	○	○	○
	FORESTER	A crossover SUV combining rough-road capability with excellent driving performance from the symmetrical AWD and ease of use thanks to the high vantage point. Its all-terrain toughness was demonstrated when a single Forester completed a 100,000km trek across five continents.	○	○	○
	SUBARU BRZ	A sport car with a front-engine, rear-wheel drive (FR) powertrain layout. Adopting the concept of Pure Handling Delight, the BRZ gets its excellent handling in part from the low mounting position of the horizontally opposed engine.	○	○	○
	EXIGA CROSSOVER 7	A crossover model incorporating both fashionable design and SUV elements in the exterior and interior, the all-weather AWD performance for which Subaru is known, and the wide open feeling of the package, with room for seven persons.	○		

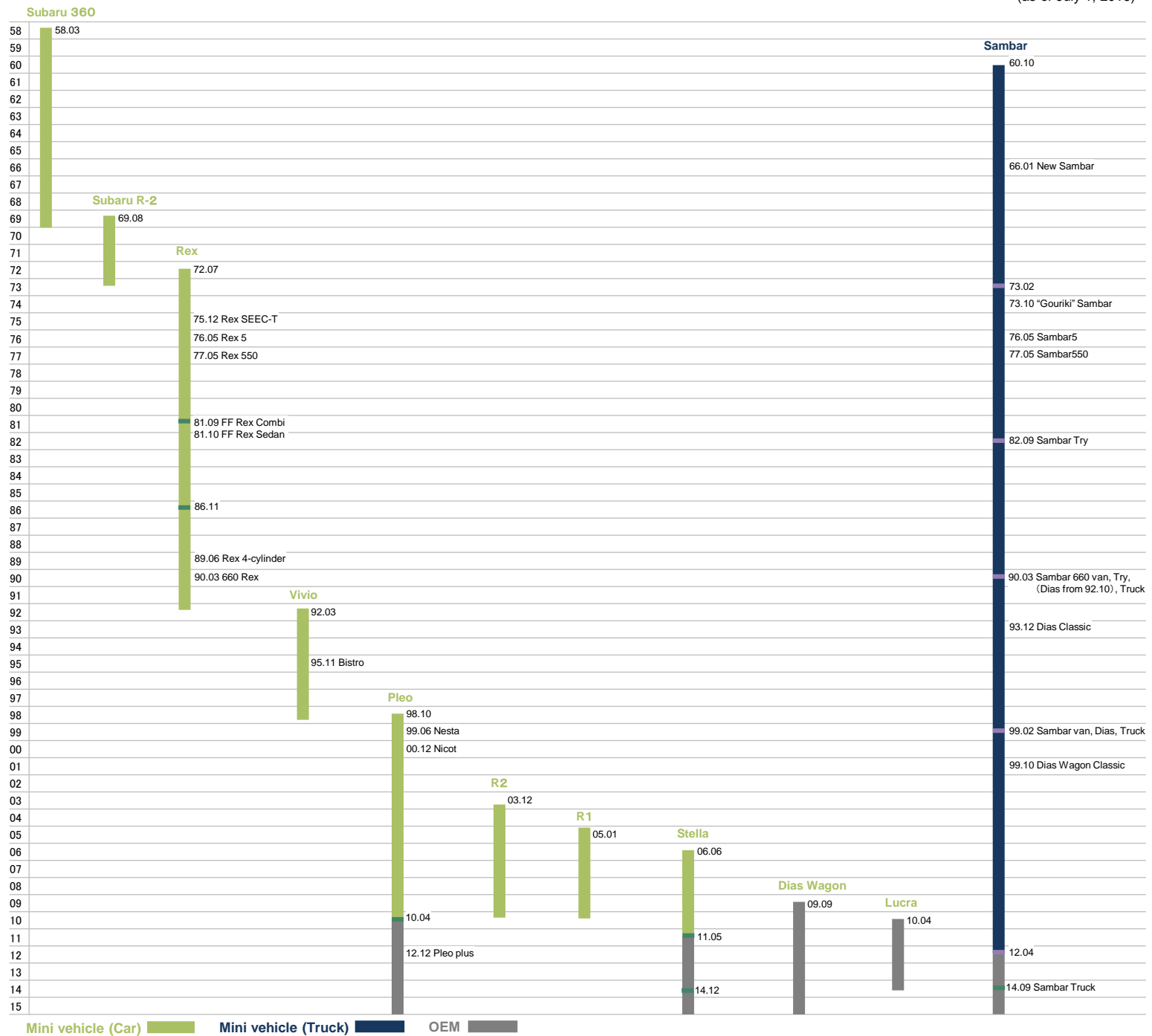
Mini vehicle ※Currently supplied on an OEM basis by Daihatsu Motor Co.,

(as of July 1, 2016)

	Model Name	Product overview	Destination	
			Domestic	Overseas
	STELLA	A mini vehicle boasting quality above its class, with cutting-edge presence and a spacious-feeling interior. Daihatsu brands it as the Move.	○	
	PLEO	A light wagon designed to be "just the right size of small" as a practical and economical car that is easy to use, simple, and familiar. Daihatsu brands it as the Mira.	○	
	Dias Wagon	A light wagon with the passenger cabin over the engine, featuring a spacious interior and being well equipped for ease of use, while also boasting powerful and smooth driving performance. Daihatsu brands it as the Atrai Wagon.	○	
	SAMBAR VAN	A cab-over microvan featuring a capacious cargo area free of wasted space, a roomy cabin, and powerful performance. Daihatsu brands it as the Hijet cargo.	○	
	SAMBAR TRUCK	Built with a sharp eye to functionality and quality, this light truck offers an extremely spacious cab, a refined rust-proof body, and superior fuel economy. Daihatsu brands it as the Hijet truck.	○	

Subaru Domestic Lineup

(as of July 1, 2016)



The starting point indicates the month of release, and the line indicates full model change.



58.03
Subaru 360



69.08
Subaru R-2



72.07
Rex



92.03
Vivio



98.10
Pleo



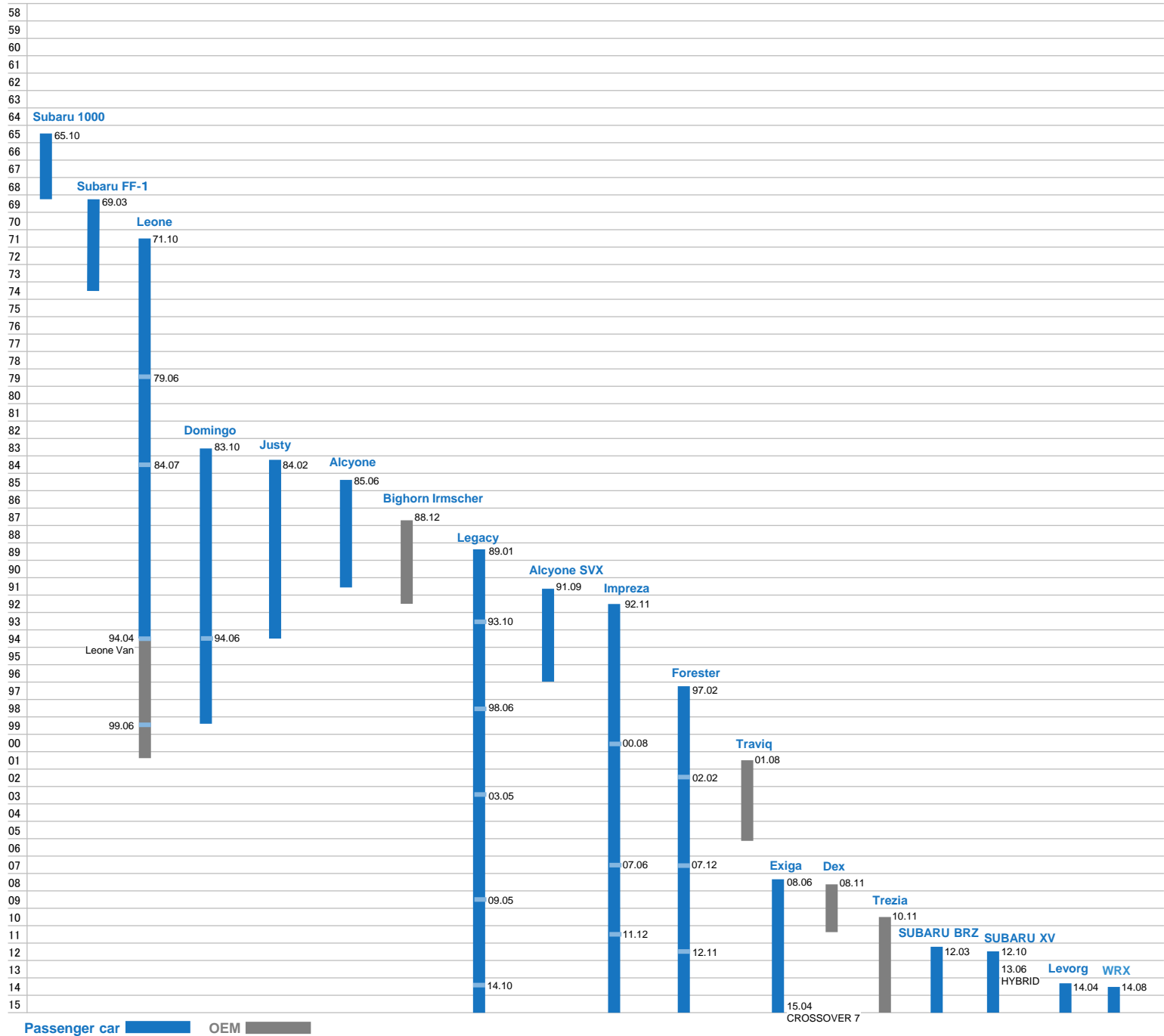
03.12
R2



61.02
Sambar

Subaru Domestic Lineup

(as of July 1, 2016)



The starting point indicates the month of release, and the line indicates full model change.



65.10
Subaru 1000

71.10
Leone

83.10
Domingo

84.02
Justy

85.06
Alcyone

89.01
Legacy

92.11
Impreza

97.02
Forester

6 Domestic sales agents

(as of June 1, 2016)

Area	Group	Head	Agent	Sub-sidiary	Address	Tel	President	New car base
Hokkaido Tohoku area (9)	Tohoku region	○	Kushiro Subaru Inc.		4-4-1 Shinfuji-cho, Kushiro-shi 084-0904	+81-154-51-0555	Hiroshi Uehara	1
			Obihiro Subaru Inc.		1-1 Nishi 13 Jo Kita, Obihiro-shi 080-0043	+81-155-36-1251	Takashi Ishihara	1
			Hokkaido Subaru Inc.	○	14-1-1 Nishi-machi Minami, Nishi-ku, Sapporo-shi 063-0062	+81-11-668-2111	Tomoo Takenaka	21
			Miyagi Subaru Inc.	○	1-5-26 Hinode-machi, Miyagino-ku, Sendai-shi 983-0035	+81-22-235-9113	Makoto Hada	11
			Aomori Subaru Inc.	○	6-10-1 Harabetsu, Aomori-shi 030-0921	+81-17-736-3122	Katsuhiro Nakaji	6
			Iwate Subaru Inc.	○	3-7-10 Kamido, Morioka-shi 020-0125	+81-19-641-1313	Isao Watanabe	9
			Akita Subaru Inc.	○	315-1 Aza Sanzengari, Terauchi, Akita-shi 011-0901	+81-18-823-7111	Noboru Iida	7
			Yamagata Subaru Inc.	○	2-1-88 Aratate-cho, Yamagata-shi 990-2432	+81-23-624-1772	Koichi Kobayashi	6
			Fukushima Subaru Inc.	○	1-70 Minami, Koriyama-shi 963-0115	+81-24-945-1341	Akira Nakajima	11
Kanto Koshinetsu Hokuriku area (12)	Hoku Shinetsu region	○	Niigata Subaru Inc.	○	2307 Yamada, Nishi-ku, Niigata-shi 950-1182	+81-25-266-9131	Kazuto Sakamoto	11
			Subaru Shinshu Inc.	○	4-14-28 Wakazato, Nagano-shi 380-0928	+81-26-226-7771	Kinya Abe	10
			Hokuriku Subaru Inc.	○	3-102 Izumihonmachi, Kanazawa-shi 921-8539	+81-76-241-5121	Tokinao Niino	12
			Nanshin Subaru Inc.		1381-1 Kamisatobeppeu, Ida-shi 395-0003	+81-265-21-1111	Hirotsada Shibata	1
			Fuji Subaru Inc.		2-11-2 Honmachi, Maebashi-shi 371-0023	+81-27-221-8111	Wataru Miyata	17
			Tochigi Subaru Inc.		1-1-17 Yonan, Utsunomiya-shi 320-0834	+81-28-658-2134	Kazumasa Kodaira	12
			Ibaraki Subaru Inc.		1984-1 Senba-cho, Mito-shi 310-0851	+81-29-241-1341	Naoki Otsuki	10
			Saitama Subaru Inc.		8-4-11 Kamiochiai, Chuo-ku, Saitama-shi 338-8555	+81-48-852-0131	Hiroshi Yoshizawa	16
			Kanagawa Subaru Inc.	○	1-18-1 Shin Yokohama, Kohoku-ku, Yokohama-shi 222-8571	+81-45-478-3611	Tsuneyuki Shinogi	25
			Chiba Subaru Inc.	○	176-2 Shinminato, Mihama-ku, Chiba-shi 261-0002	+81-43-243-2261	Motoya Yamamoto	21
			Tokyo Subaru Inc.	○	2-13-11 Hongo, Bunkyo-ku, Tokyo 113-8471	+81-3-3816-8111	Ryoichi Shimokawa	32
	Tokyo/ Yamanashi		Yamanashi Subaru Inc.	○	1-4-30 Fujimi, Kofu-shi 400-0027	+81-55-253-3060	Eiji Nojima	3
Chubu Kinki area (11)	Tokai region	○	Shizuoka Subaru Inc.		5-1 Nagasaki Minami-cho, Shimizu-ku, Shizuoka-shi, 424-8503	+81-54-345-2131	Shinichi Ishida	12
			Nagoya Subaru Inc.	○	175 Ochiai-cho, Kita-ku, Nagoya-shi 462-0017	+81-52-901-8611	Ken Fukuda	20
			Gifu Subaru Inc.	○	1-7-15 Hosobata, Gifu-shi 500-8238	+81-58-245-4126	Tetsuya Wada	9
			Mie Subaru Inc.	○	398 Takajaya Komori-cho, Tsu-shi 514-0817	+81-59-271-6100	Takaharu Mitsui	7
	Kinki region	○	Subaru Higashi Aichi Inc.		95-1 Aza Sakaida, Shimoji-cho, Toyohashi-shi 440-8524	+81-532-54-6485	Yasuo Nishikawa	3
			Fukui Minami Subaru Inc.		2-1759 Wakaba-cho, Tsuruga-shi 914-0125	+81-770-25-5050	Seiichi Tamura	1
			Nara Subaru Inc.		6-19-17 Magarikawa-cho, Kashihara-shi 634-0837	+81-744-22-1331	Yuzuru Takagi	5
			Osaka Subaru Inc.	○	1-21-23 Yagumo Higashi-machi, Moriguchi-shi 570-0021	+81-6-6908-3131	Kazunori Yamafuji	26
			Kyoto Subaru Inc.	○	5 Kishoin Ishiharado Ushironishimachi, Minami-ku, Kyoto-shi 601-8357	+81-75-671-1119	Makoto Tosabayashi	8
			Shiga Subaru Inc.	○	4-7-2 Noji, Kusatsu-shi 525-0059	+81-77-562-1951	Tomio Sogou	8
Chugoku Shikoku Kyushu area (12)	Chugoku/ Shikoku region	○	Hyogo Subaru Inc.	○	2-2-7 Iwaya Nakamachi, Nada-ku, Kobe-shi 657-0845	+81-78-861-8331	Syuuji Sunaga	17
			Hiroshima Subaru Inc.	○	1-3-17 Nakahiro-machi, Nishi-ku, Hiroshima-shi 733-0012	+81-82-291-4355	Hiroshi Ota	8
			Sanin Subaru Inc.	○	330-3 Kumanto, Yonago-shi 689-3546	+81-859-27-9030	Nobuhiro Mori	7
			Okayama Subaru Inc.	○	333-1 Kume, Kita-ku, Okayama-shi 701-0144	+81-86-241-0815	Mutsuo Mamiya	7
			Yamaguchi Subaru Inc.	○	1049-1 Asada, Yamaguchi-shi 753-0871	+81-83-922-2022	Wataru Ishihara	8
			Higashi Shikoku Subaru Inc.	○	2683 Kita-cho, Takamatsu-shi 760-0080	+81-87-861-3600	Hiromi Fujita	8
	Kyushu region	○	Shikoku Subaru Inc.	○	463-1 Takaoka-machi, Matsuyama-shi 791-8036	+81-89-972-0191	Hirofumi Nagashima	8
			Fukuoka Subaru Inc.	○	4-14-12 Chihaya, Higashi-ku, Fukuoka-shi 813-0044	+81-92-710-0111	Katsuhisa Iiyama	19
			Nishi Kyushu Subaru Inc.	○	1-28-15 Hayama, Nagasaki-shi 852-8053	+81-95-857-1511	Ryoichi Uchida	8
			Kumamoto Subaru Inc.	○	1-2-30 Minami Takae, Minami-ku, Kumamoto-shi 861-4106	+81-96-358-3783	Takehiro Tokuji	8
			Oita Subaru Inc.	○	835-1 Miyazaki, Oita-shi 870-1133	+81-97-569-5396	Eiji Akamine	5
			Minami Kyushu Subaru Inc.	○	4-52-22 Shimoarata, Kagoshima-shi 890-0056	+81-99-254-1192	Hiroshi Kurotani	12
			Okinawa Subaru Inc.	○	4-19-7 Jicchaku, Urazoe-shi 901-2122	+81-98-877-1100	Masaaki Kakazu	3
Total		6	44	33	—	—	—	460

7 Overseas market overview

Countries of distribution by region

(actual export record of FYE2016)

Region	Destination	Destination Total
Asia	China, Taiwan and Philippine	12
Middle East	Israel, Oman and Kazakhstan	11
Europe	Germany, Sweden and Russia	18
Africa	Egypt, South Africa and Kenya	3
North America	U.S.A. and Canada	2
South and Central America	Chile, Peru and Mexico	23
Oceania	Australia and New Zealand	6
Total		75

Main overseas markets and number of dealers

(as of December 31 2015)

Market	Distributor	No. of Dealers
U.S.A	Subaru of America, Inc.	625
Canada	Subaru Canada, Inc.	90
Germany	Subaru Deutschland GmbH	180
Switzerland	Subaru Schweiz AG	163
Britain	Subaru (UK) Ltd.	70
Benelux	N.V. Subaru Benelux S.A.	51
Russia	Subaru Motors (RUSSIA) LLC.	51
China	Subaru of China, Ltd.	214
Australia	Subaru Australia, Pty., LTD	111
Chile	Indumotora Automotriz S.A.	21

1 Aircraft Production

For the Japan Ministry of Defense

(Units)

		FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Small-Size Airplane	T-5 Primary Trainer	—	1	4	4	5	4	5	4	3	—
	T-7 Primary Trainer	11	3	3	—	—	—	—	—	—	—
Helicopter	AH-64D Attack Helicopter	2	2	2	1	1	—	—	—	1	1
	UH-1J Utility Helicopter	2	3	4	5	6	5	—	—	—	—
Unmanned Aerial Vehicle	BQM34AJ Fire Bee (Kai) (High-Speed Target Drone)	1	—	—	—	—	—	—	—	—	—
	J/AQM-1 (Target Drone)	13	26	12	15	15	15	18	6	17	5
	Flying Forward Controlled Observation System	1	1	1	—	1	—	—	—	—	—
	Unmanned Aircraft Research System	—	—	—	2	2	4	1	1	1	—
Subcontract Programs	CHUKAR-III Small Target Drone	12	18	35	16	19	11	10	14	8	—
	U-125A Search and Rescue Plane (Equipment installation, pre-delivery maintenance, etc.)	1	1	1	1	1	—	—	—	—	—
	F-2 Supporting Fighter (Wing*, Empennage*, etc.)	4	4	5	5	1	—	—	—	—	—
	OH-1 New Small Observation Helicopter (Empennage*, Canopy, etc.)	2	2	2	2	2	3	3	—	—	—
	Maritime Patrol Aircraft (XP-1), Cargo Transport Aircraft (XC-2) (Wing, Vertical tail*)	4	1	—	—	—	—	—	—	—	—
	Maritime Patrol Aircraft (P-1) (Wing, Vertical tail*)	—	—	—	—	—	3	1	3	1	1
	Military Cargo Aircraft (C-2) (Wing, Vertical tail*)	—	—	—	—	—	—	—	—	2	1
Other	Flight Simulator, etc.	1	1	1	1	1	—	1	—	1	—

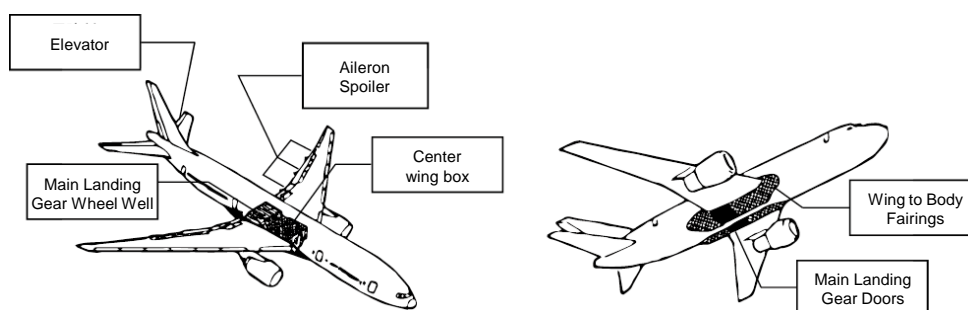
For Commercial

			FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Subcontract Programs	International Collaboration	BOEING 787(Center wing*)	—	—	6	16	25	26	54	86	122	120
		BOEING 777 (Center Wing, Main Landing Gear Doors* and Wing to Body Fairings*)	74	82	68	82	63	82	91	99	99	102
		BOEING 737(Elevator*)	318	351	282	375	372	393	423	447	495	504
		BOEING 767 (Wing to Body Fairings*and Main Landing Gear Doors*)	13	12	10	12	15	25	25	13	15	18
		BOEING 747 (Aileron* and Spoiler)	14	18	12	—	—	—	—	—	—	—
		A380(Vertical Tail Structure*)	6	12	12	11	27	30	26	28	27	29
		H4000 (Development and Manufacturing of Wing Systems)	7	14	27	2	6	14	—	—	—	—

Manufactured sections inside ().

* Composite Material •••••Material in which a superior or completely new character is given by an artificial combination of different kinds of materials.

1. Glass fiber reinforced plastics (GFRP)
2. Carbon fiber reinforced plastics (CFRP)
3. Kevlar fiber reinforced plastics (KFRP)



1 Sales of General-Purpose Engines

Destination

(Units)

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Domestic	246,873	231,703	189,090	147,332	175,376	240,051	177,887	207,389	200,867	144,687
Export	819,895	904,432	794,386	577,661	795,415	702,627	579,705	574,565	606,360	627,994
Total	1,066,768	1,136,135	983,476	724,993	970,791	942,678	757,592	781,954	807,227	772,681

Distribution

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Gasoline	1,053,873	1,121,144	969,713	718,838	961,199	930,267	747,973	771,950	796,797	764,661
Diesel	12,895	14,991	13,763	6,155	9,592	12,411	9,619	10,004	10,430	8,020



2 Production of General-Purpose Engines (including on-board use)

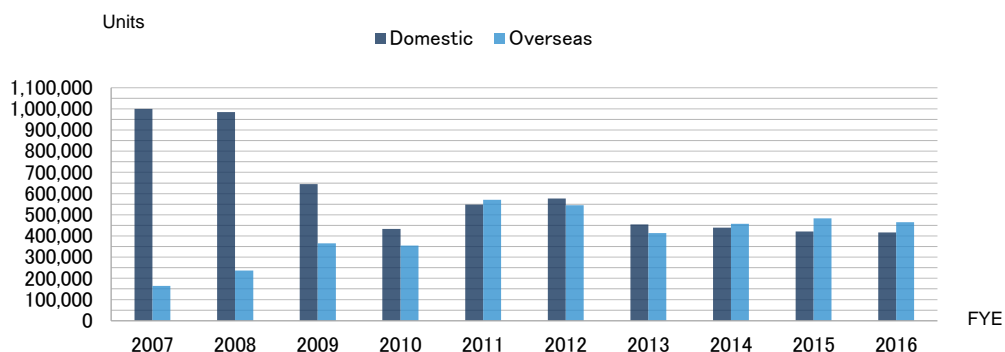
(Units)

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Domestic	999,554	984,291	644,501	433,489	547,526	576,249	454,131	438,597	421,269	415,998
Overseas	163,594	237,382	365,309	354,345	570,107	545,264	414,321	458,119	483,808	465,640
Total	1,163,148	1,221,673	1,009,810	787,834	1,117,633	1,121,513	868,452	869,716	905,077	881,638

The numbers until FYE2006 include production by Fuji Robin Corporation (now Makita Numazu Corporation).

Distribution

	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016
Domestic	318,592	314,786	216,175	155,135	196,535	330,852	240,374	368,413	347,938	189,745
Overseas	844,556	906,887	793,635	632,699	921,098	790,661	628,078	528,303	557,139	691,893
Gasoline	1,144,758	1,199,496	986,609	779,726	1,103,166	1,104,458	856,209	883,142	890,462	870,205
Diesel	18,390	22,177	23,201	8,108	14,467	17,055	12,243	13,574	14,615	11,433

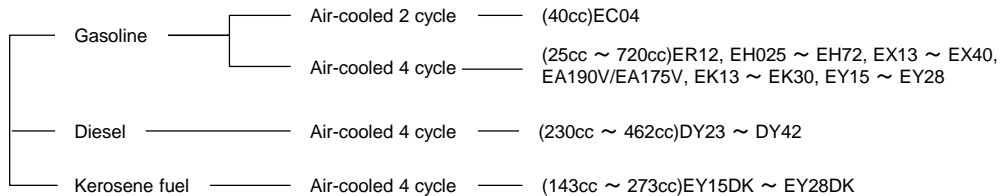


3 Product Lineup

Utility engine

(as of July 1, 2016)

Classification






Uses

Agricultural		Tractors, Tillers/Cultivators, Harvesters, Agricultural Carriers, Bush cutters/Trimmers, Edger, Chainsaws, Sprayers, Clear water pumps
Construction	Large	Air compressors
	Small	Excavators, Rollers, Plate compactors, Tampers/Rammers, Concrete saws, Conveyors, Vibrators, Welders
	General Industrial	Generators, Compressors, Utility vehicles, Pressure washers, Trash pumps, Sweepers, Compressors, Light tower
Recreational Products		Snowmobiles, Recreational vehicles, Golf carts, Go-karts, Pocket bikes, Mower, Snow blower

Other Products (Engine Equipped)

- Generators (900W ~ 14kW)
- Pumps (Bore: from 1 in.~4 in.)
- Snowmobiles
- Light tower

			
Engine	Snowmobiles	Pumps	Generators

4 Special dealers of Subaru products

(as of July 1, 2016)

Dealer	Address	President
Fuji Heavy Industries Sanki Hanbai Co., Ltd., Tokyo office	1-1-21 Irifune, Chuo-ku, Tokyo 104-0042 TEL +81-3-3552-0546	Takeru Yoshida
Fuji Heavy Industries Sanki Hanbai Co., Ltd., Osaka office	3-15-8 Meishin-cho, Amagasaki-shi, Hyogo 661-0021 TEL +81-6-6429-1905	Masaaki Higuchi
Kita Fuji Sangyo Kikai Co.,Ltd.	8-4-1 Minami 30 jo Nishi, Minami-ku, Sapporo-shi, Hokkaido 005-0030 TEL +81-11-582-1191	Norimitsu Sugimoto
Kyoritsu Sangyo Co., Ltd.	4-6-16 Ogi-machi, Miyagino-ku, Sendai-shi, Miyagi 983-0034 TEL +81-22-235-9311	Hideki Aizawa
Yuasa Trading Co., Ltd.	13-10 Nihonbashi Odenma-cho, Chuo-ku, Tokyo 103-8570 TEL +81-3-3665-6571	Etsuro Sato
Nippon Sharyo Ltd.	1-1 Sanbonmatsu-cho, Atsuta-ku, Nagoya-shi, Aichi 456-8691 TEL +81-52-882-3316	Kazuhiro Igarashi
Marusan Kaihatsu Koki Co., Ltd.	32 Kamiino, Toyama-shi, Toyama 930-8603 TEL +81-76-451-3511	Tsuneo Oai
Takara Bussan Co., Ltd.	5-3-2 Shoko center, Nishi-ku, Hiroshima-shi, Hiroshima 733-0833 TEL +81-82-278-0041	Kunio Hiyama
Chikuho Seisakusho Co., Ltd.	741-1 Matono, Shingu-machi, Kasuya-gun, Fukuoka 811-0196 TEL +81-92-962-5855	Makoto Aso
Aichi Pump Co., Ltd.	2-3-40 Nagahama, Chuo-ku, Fukuoka-shi, Fukuoka 810-0072 TEL +81-92-781-4928	Kenichi Ogata

Eco Technologies Company

Eco Technology Company was discontinued in March 2013.

※ FHI transferred its Wind Turbine Generator System Business and Refuse Collector Business to Hitachi, Ltd. on July 1, 2012 and to Shin Maywa Industries, Ltd. on January 1, 2013, respectively.

Eco Technology Production

	FYE2004	FYE2005	FYE2006	FYE2007	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013
Fuji Mighty (Units)	1,896	1,383	1,480	1,551	1,641	1,433	1,162	1,022	1,124	812
Refuse Management System Power Loader	95	52	43	52	41	33	20	22	23	13
Sweeper (Units)	64	72	37	9	2	1	—	—	—	—
Motoruc (Units)	235	186	210	184	242	187	85	144	138	107
Wind-Power Generator Systems	40kW	4	0	2	4	1	—	1	—	—
	100kW	0	0	3	—	—	—	—	—	—
	2MW	—	—	—	—	1	3	31	21	7

Product Lineup

Fuji Mighty	Nondurable waste collection vehicles, Burnable waste collection vehicles, Bulky waste collection vehicles, Waste collection vehicles with electric-powered system, Recyclable waste collection vehicles, Large item transfer vehicles, Onboard Weighing system
Motoruc	Battery-driven transporters, Gasoline-driven transporters
Specially Equipped Vehicles	Swap Body Vehicles (Power Loader), Refuse Containers
Sweepers and Scrubbers	Cleaning robot systems, Garbage measuring systems, Ozone deodorizing equipment
Transport Machinery	Autonomous Robot System Towing the Container

1 Pre-Fuji Heavy Industries

The period of Nakajima Aircraft

Year	Date	Events
1917	May Dec.	Chikuhei Nakajima established Aircraft Research Laboratory Aircraft Research Laboratory moved to Ota-cho, Gunma
1918	April	Renamed as the Nakajima Aircraft Factory (NAF)
1919	Feb. April Oct. Dec.	Successful test flight of Nakajima 4-Gata 6-Shiki NAF receives the first order from the former Japanese Army for Nakajima 5-Gata biplanes Nakajima 4-Gata 6-Shiki plane participates in the first air-post competition and win the competition Baseball club team "Yuuhi-club" formed
1922	March	Nakajima B-6 "Keigin-Gou" exhibited at the Peace Memorial Industrial Exhibition; awarded golden prize
1925	Nov.	Tokyo Plant completed; production of motors launched
1930	June	Prototype "Kotobuki" of the air-cooling 9-cylinder radial engine, the first domestic production, completed
1931	Dec.	Nakajima Aircraft Co., Ltd., incorporated (Capital: ¥ 6 million/President: Kiyokazu Nakajima)
1934	Nov. Nov.	New Ota Plant completed The Emperor visits Ota Plant
1936	Sept.	Successful first flight of Nakajima AT-2
1937	—	Japanese Navy adopted Nakajima B5N "97-Shiki (Ver.97)" Japanese Army adopted Nakajima Ki-27 "97-Shiki (Ver.97)"
1938	April Nov.	Musashino Plant established The capital strengthened to ¥ 50 million
1939	April —	Chikuhei Nakajima becomes the 8th president of Seiyu-kai "Sakae" model motor adopted by the Navy/Army
1940	April	Koizumi Plant established; production for Navy
1941	Feb. Nov. Dec. —	Ota Airport established Tama Plant established Groundbreaking ceremony for Mitaka Laboratory Nakajima Ki-49 and Ki-43 adopted by the Army
1942	June Nov. —	Handa Plant established Chikuhei Nakajima planned 6-engined bombing aircraft "Z" Army adopted Nakajima Ki-44 "2-Shiki (Ver.2) Shoki" Navy adopted Nakajima A6M2-N "2-Shiki (Ver.2)"
1943	March April Nov. —	Omiya Plant established Mishima Plant established Musashino and Tama Factories united to Musashi Factory, and to unify the production of motors for Army/Navy Navy adopted Nakajima B6N "Tenzan" and J1N "Gekko"
1944	Jan.	Utsunomiya Plant established Navy adopted C6N "Saiun", Ki-84 "4-Shiki (Ver.4) Hayate" and "Homare", Nakajima G8N "Renzan" completed
1945	April — Aug. 15 17	Nakajima Aircraft comes under the national control and becomes the munitions arsenal; Kiyokazu Nakajima is appointed as director general Plants: 102 (500 with evacuated); site area: 35,310,000m ² ; floor space: 2,323,000m ² ; machine: 30,735; workers: 250,000 Army/Navy adopted Nakajima Ki-87 and Ki-116 "Tsurugi" Prototype jet fighter "Kikka" completed Japan unconditionally surrenders; end of World War II Ministry of Munitions orders its director general to terminate its production

The period of Fuji Sangyo

Year	Date	Events
1945	Aug. 17 Aug.	Nakajima Aircraft reorganized and renamed to Fuji Sangyo Co., Ltd., to a non-munitions industry Kimihei Nakajima assumes the presidency
1946	June June June July Dec. Dec. — Jan. Jan. Mar. Mar. May June July Oct. Nov. Dec.	The first unit of Rabbit motor scooter completed Production of out boat motors at Omiya Plant launched Kiyoomi Nomura assumes the presidency Utsunomiya Plant's first unit of vehicle output The first model of bus completed Plants permitted from GHQ to manufacture as below Ota: electric parts, small motors, electro-thermals Mitaka: utensils, parts for trucks Mitaka: scooters Mishima: weight measures, agricultural machinery, watches and clocks, small motors, hair clippers Utsunomiya: railway vehicles Hamamatsu: sawing machines, typewriters, computers Ota: scooters Handa: wooden boats, repairing of railway carriages Maebashi: agricultural and farming machines, tractors Koizumi: bodies of bus
1948	July	Tokyo Fuji Sangyo Co., Ltd., founded
1949	Aug. Oct. 29	First frameless and rear-engine bus "Fuji" completed Founder Chikuhei Nakajima passes away
1950	—	New 12 companies were formed in Jul. and Aug. Fuji Sangyo/Fuji Semitsu Kogyo/Aichi Fuji Sangyo/Fuji Jidousha Kogyo/Omiya Fuji Kogyo/Utsunomiya Sharyo/Iwate Fuji Sangyo/Fuji Kikai Kogyo/Fuji Kiki/Tanuma Mokuzaei Kogyo and 2 more

The period of the Daini Gaisha (second company)

Year	Date	Events
1950	July 12 13 20 Aug. 7 Dec.	Fuji Jidousha Kogyo Co., Ltd. established Fuji Kogyo Co., Ltd. established Utsunomiya Sharyo Co., Ltd. established Omiya Fuji Kogyo Co., Ltd. established Total output of bus body reaches 1,000 units
1951	Feb. July	Production of M6 utility engine launched Japan National Railway's carriages changed to steel; 50 carriages delivered, and 302 more until 1955
1952	May	Rabbit, a pump for fire-fighting equipment, launched
1953	April April Aug. Nov.	Total outputs of scooters per month reach 2,000 units Dynaster, a 3-wheeler light truck, launched Utsunomiya Public airport set up Launches import and building-up of Mentor T-34
1954	Feb. Aug. —	Prototype automobile P-1 (1500cc/45hp) completed; named as "Subaru" in 1955 JO-1, first jet engine after WWII, completed Prototype engine for P-1 completed

2 Fuji Heavy Industries

<C> Corporation
 <Au> Automotive Business
 <Ae> Aerospace Company

<I> Industrial Products Company
 <E> Eco Technologies Company
 <R> Rabbit Scooter Manufacturing
 Bus Manufacturing Business
 <H> Housing Business
 <T> Transportation

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<C> Fuji Heavy Industries (FHI) established; Capital: ¥50 million/President: Johji Kita/Head Office: 2-73 Tsunohazu, Shinjuku-ku, Tokyo	1953	
	July 15	
	Sept. Nov.	<Ae> Licensing contract with Beechcraft Co. (US) made to assemble the Mentor T-34 trainer plane <Ae> Importing and assembling of Mentor T-34 trainer plane launched
<C> Corporate logo selected through in-house contest <C> Head office moves to Naigai building, 2-18 Marunouchi, Chiyoda-ku	1954	
	April May	
<C> FHI acquires and merges the five companies; Capital: ¥830.5 million <C> Japan National Railway formally appoints FHI for diesel railcars	1955	
	Feb.	 Ordered from Chile for 300 units of diesel-engine large size buses
	April June July	<Ae> Contract with Cessna Aircraft Co. (US) <R> Rabbit scooter (125cc) launched
	Oct.	<Ae> Successful flight of first domestically made T-34 Mentor trainer <T> Production of TMC100A, motor-powered railcar for maintenance use
<C> Managing director Takao Yoshida assumes the presidency	1956	
	May	<I> Robin KD11 engine released <R> Product of Rabbit Super Flow scooter with torque converter launched
	June July Aug.	 Japan's first air-suspension bus completed and delivered <A> First order from Japan Defense Agency to product T-1 jet trainer plane
	1957	
	Sept.	<R> Rabbit Super Flow (250cc) launched
<Au> Subaru 360 minicar announced; launched in May. 1 (Price: ¥425,000) <Au> "Subaru Automobile Sales Association" organized	1958	
	Jan. March 3 Dec.	<Ae> Successful first test flight of the T1F2 jet trainer plane accomplished
<C> FHI increases its capital to ¥1,661 million	1959	
	Feb. Oct. Dec.	<I> Robin EC51A engine and KB11 engine launched <Ae> KM trainer plane accomplishes flight altitude 9,917m, world's best
<C> FHI's common stock listed on the Tokyo Stock Exchange <C> FHI emerges and acquires Fuji Shoko Co., Ltd. Capital: ¥1,886,000,000 <Au> Gunma Plant established	1960	
	Feb. March June July Sept. Oct.	<I> Robin T4 tractor launched <Ae> Contract with Bell Helicopter Co. (US) for HU-1B and 204B helicopter R&D of one-man-operated bus completed <T> First unit of diesel-engine railcar for express "Hatsukari" completed
<Au> Subaru Sambar truck launched <C> FHI increases its capital to ¥330 million	1961	
	Feb. April May Nov.	<I> Robin EY21 engine launched <Ae> Prototype YS-11 middle-size carrier plane completed
<C> FHI increases its capital to ¥490 million	1962	
	March Dec.	<E> LP-101 load packer completed with Garwood Co. (US)

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<C> Nobuo Yokota assumes the presidency <Au> Subaru's whole outputs per month reach 5,000 units <C> Corporate flag enacted for the 10th anniversary of FHI's foundation <Au> Subaru 360 Custom launched <C> Corporate song composed (Lyrics: Yuuzo Masuda/Music: Ikuma Dan)	1963 May July Aug. Oct. Dec.	<Ae> Fuji-Bell HU-1B helicopter delivered to Japan Defense Agency <T> Semi-trailer for highway, ordered from Nihon Tsuun Co., completed
<Au> Subaru 360 made 1-2 finish at the 2nd Japanese Grand Prix T-1 class <C> Fuji Tennant Co., Ltd. established by FHI and Tennant Co. (US) <Au> Automobile test course in Gunma Plant completed	1964 May Aug. Oct. Nov.	<E> T42 sweeper launched <T> Technical alliance with Carl Kässbohrer Co. (West Germany) <T> First hopper railcar specialized for carbon black carriage completed
<C> Operational divisions created: Automobile, Machinery, Rolling Stock and Bus, and Aerospace <Au> Subaru 1000, a front-wheel-drive car, launched <Au> Subaru's whole sales per month reach 10,000 units	1965 Feb. April Aug. Oct. Dec.	<T> First diesel powered railcar for special electric equipment completed <E> FHI begins to assemble the knock-down kit of Tennant Co.'s sweepers <Ae> Successful test flight of FA-200, Japan's first light plane after WWII
<C> FHI changes the face value of stock from ¥500 to ¥50 <C> Head office moves to Tsunohazu, Shinjuku-ku (Currently known as Nishi-Shinjuku) <C> FHI's common stock listed on Tokyo/Osaka/Nagoya Stock Exchange <Au> Subaru 1000 4-door sedan launched <C> FHI increases its capital to ¥10,000 million <C> FHI makes business partnership with Isuzu Co., Ltd.	1966 Jan. March May 14 Sept. Oct. Dec.	<Ae> FA-200 light plane named as "Aero Subaru"
<Au> Subaru extends Subaru 1000's warranty to 2 years/mileage 50,000km <C> FHI places its ¥3,000 million bonds on the market <Au> Subaru launches export of Subaru 360's knock-down kit to Taiwan <Au> Subaru 1000 Sport launched <C> FHI makes business partnership with Komatsu Co., Ltd. and Fuji Robin Co., Ltd; Fuji Robin renamed as Fuji Komatsu Robin Co., Ltd.	1967 March Aug. Oct. Nov. Dec.	<Ae> Prototype VTOL aircraft FTB completed and delivered to NAL
<C> SOA (Subaru of America) established <C> Technical alliance with Strick Co. (US), Mitsui & Co., Ltd., Mitsui Engineering & Shipbuilding Co., Ltd.; joint venture Nihon Strick Co., Ltd. <C> FHI terminates business partnership with Isuzu Co., Ltd. <Au> Subaru 1000 Sport won its class of the 10th Japan Alpine Rally <C> FHI makes business partnership with Nissan Co., Ltd. <Au> Subaru 360 Young S/Young SS launched	1968 Feb. May June June 29 July Sept. Oct. Nov. Dec.	<D> Robin EY18 engine launched <R> Production of Rabbit scooter series terminated <T> Mass production of aluminum-made maritime transport containers <D> FHI begins to supply engines for Polaris Industries Co.'s snowmobiles <E> Motoruc E103 with round-shape driving wheel launched

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<p><Au> Yajima Plant launches its operation</p> <p><Au> Subaru FF-1 series launched</p> <p><Au> Export of Subaru FF-1 to US launched</p> <p><Au> Subaru R-2 released</p> <p><C> New Subaru genuine parts center with Japan's first unmanned control</p> <p><C> Entrusted production of Nissan Sunny begins</p>	<p>1969</p> <p>Jan.</p> <p>Feb.</p> <p>March</p> <p>July</p> <p>Aug.</p> <p>Oct.</p> <p>Nov.</p> <p>Dec.</p>	<p> First unit of bus for Tomei highway delivered to Japan National Railway</p> <p><T> 15t van semi-trailer/14t semi-trailer developed and launched</p> <p><Ae> Technical agreement with Ryan Aeronautical Co. (US) for Ryan BQM-34A Fire bee, high-speed target drone, concluded</p>
<p><C> President Nobuo Yokota assumes the chairman of the board, and the deputy president Eiichi Ohara assumes the presidency</p> <p><Au> Subaru FF-1 1300G/1100 series launched</p> <p><Au> Subaru FF-1 1300G won in its category of the 12th Japan Alpine Rally</p> <p><Au> Total output of minicar series reaches 1 million units</p> <p><C> Rolling Stock division and Bus division newly formed</p>	<p>1970</p> <p>Feb.</p> <p>May</p> <p>July</p> <p>Sept.</p> <p>Oct.</p>	<p><D> Total output of Robin engines series reaches 1 million units</p> <p><Ae> Two units of FA-200 Aero Subaru exported to West German</p> <p><H> Office type trailer completed</p> <p><Ae> Prototype helicopter XMH with fixed wing turbine completed</p>
<p><Au> Subaru Leone coupe launched</p> <p><Au> Subaru 1300G AWD van exhibited at the 18th Tokyo Motor Show</p>	<p>1971</p> <p>Jan.</p> <p>July</p> <p>Oct.</p>	<p><H> Prefabricated portable house completed; launched in March</p> <p><D> Contract with Wisconsin Industrial Products, Inc. (US) over Robin engine</p> <p><H> TR-1 office type trailer launched</p>
<p><Au> Subaru Leone 4-door sedan launched</p> <p><C> FHI starts to employ female university graduates</p> <p><Au> Subaru Rex released</p> <p><Au> Subaru Leone AWD estate van launched</p> <p><C> FHI Labor Union organized</p>	<p>1972</p> <p>Feb.</p> <p>April</p> <p>July</p> <p>Sept.</p> <p>Oct.</p>	<p><Ae> Agreement with Bell Helicopter Co. over Bell 204B-2 (HU-1H)</p> <p><E> Licensed domestic production of Tennant T86E</p> <p><D> Total sales of Robin KD engine reach 2,050,000 units</p>
<p><Au> Subaru Leone hardtop launched</p> <p><C> FHI issues ¥4,500 million convertible bonds</p> <p><Au> Subaru Rex with 4-stroke engine launched</p>	<p>1973</p> <p>April</p> <p>June</p> <p>July</p> <p>Sept.</p> <p>Oct.</p> <p>Dec.</p>	<p><E> FHI completes a factory specialized for Fuji Mighty sanitation trucks</p> <p><Ae> Successful first flight of the HU-1H multipurpose helicopter</p> <p><Ae> 100 units of rudder for Boeing 747SP ordered</p>
<p><Au> Subaru Leone with enhanced measures for exhaust gas (without catalyst) passes the 1975 emission level test of US EPA</p> <p><Au> Subaru Leone RX wins the 16th Japan Alpine Rally</p>	<p>1974</p> <p>March</p> <p>June</p> <p>July</p> <p>Sept.</p> <p>Oct.</p>	<p><T> Catenary-wire maintenance vehicles for Tokaido Shinkansen developed</p> <p><Ae> Business agreement with Rockwell International Co. (US) on producing and distributing of double-engine business jet plane concluded</p> <p><Ae> KM-2B (T-3) trainer plane with single-piston engine completed</p>

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<C> Announces SEEC-T system for 1975 act on emission control <Au> Subaru Leone AWD sedan/Leone with AT launched <Au> Total output of Subaru vehicles reaches 2 million units <C> “Lecture of vehicles for mothers and children in summer vacation” holds at Gunma Plant and Oizumi Plant; the lecture holds annually <Au> Subaru Leone with SEEC-T launched <Au> Subaru Rex with SEEC-T launched	1975	
	Jan.	
	March	
	May	<I> Export of Robin RG generator series started <H> Continuous-type prefabricated house launched
	July	<T> KRT system, a new transportation system developed by FHI, launched at the EXPO '75 in Okinawa
	Oct. Nov. Dec.	<Ae> Successful first flight of FA-300 with Rockwell International
<C> FHI becomes the largest shareholder of the SOA (Subaru of America) <Au> Subaru Rex 5/Subaru Sambar 5 released <C> FHI extends the retirement age of male employees to 60 <C> 30 million Deutsche mark FHI bonds issued	1976	
	Jan.	 FHI starts integrated manufacturing of buses for special use (Blood collection/X-raying/Medical examination for women/Travelling sales)
	March May	<E> LP650 load packer, center-less and load big garbage, released
	Sept. Nov.	
<Au> Leone newly released to meet with 1978 act on emission control <Au> Subaru Rex 550, meeting with 1978 act on emission control, released. Subaru Sambar 550 released <C> FHI issues 20,000,000 stocks at the market value <Au> SOA releases Subaru BRAT	1977	
	April May	<Ae> FA-300 type-700 gains type certificate from the Civil Aviation Bureau of Japan Ministry of Transportation
	Sept. Oct. Nov.	 Agreement with Syam Motor Co. (Thailand) over FHI's bus models
<Au> Total output of Subaru mini-sized engines reaches 1 million units <C> President Nobuo Yokota assumes chairman of board, and member of board/deputy president of Nissan, Sadamichi Sasaki assumes presidency	1978	
	Feb.	<T> Automatic elevating pitcher's mound/Special vehicle to drain water from ground (1200L)/265 sweeper model delivered to Yokohama Stadium
	May Sept.	<Ae> Agreement with Boeing Co. on manufacturing Boeing 767/777 (YX)'s components (wing to body fairings/hatches for main landing gear legs)
	Oct. Nov.	<E> FHI completes system for domestic manufacturing of 266 sweeper
<Au> Subaru Leone new sedan launched <Au> Subaru Leone new hardtop model released <Au> Subaru Sambar high-roofed model, the first Kei-camper van, released <C> FHI issues 60 million French franc (¥9000 million) convertible bonds	1979	
	March April June July Oct. Nov. Dec.	<T> Motoruc at Korakuen stadium begins to be used in baseball games <Ae> FHI delivers AH-1S anti-tank helicopter <I> Robin engine assembly starts operated by only female employees <T> Kiha 183 model “Oozora”, a diesel-powered railway carriage, delivered <Ae> Business agreement with Rockwell International terminated <Ae> FHI agrees over RPV surveillance aircraft
<Au> Leone participates first time in the 28th Safari Rally; wins its category <Au> Subaru Sambar AWD launched	1980	
	April Nov. Dec.	<T> Tankers specialized in refuel Boeing 747 in Narita Airport delivered
<Au> Subaru Leone AWD touring wagon launched <Au> Subaru Rex Combi launched <Au> Subaru Rex sedan released <Au> Subaru Leone AWD (AT) released (world's first MP-T) <C> FHI baseball club wins the 8th amateur national Baseball championships	1981	
	Feb. May July Sept. Oct. Nov. Dec.	<I> Robin EY15 engine/EY20 engine launched <I> Robin LG generator series launched <Ae> FHI and Mitsubishi Heavy Industries designated as co-developer, and Kawasaki Heavy Industries as developer of MTX trainer jet aircraft <T> Stainless frame railcars 9000 model delivered to Tobu Railway First large-size bus with triple-axel layout exhibited in the Motor Show

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<C> Agreement with VDT Co. (Netherlands) to jointly develop CVT <C> FHI issues ¥10,000 million unsecured convertible bonds <Au> FHI makes the business partnership with Dinos Co. <Au> Subaru Sambar “Try” / “Hai-Tora (high-roofed truck)” launched <Au> Subaru Leone AWD turbo (AT)/AWD RX series launched <Au> Total outputs of Subaru Leone reach 1 million units <Au> Ceremony for outputs of 1million units of Nissan Sunny’s production	1982	
	Feb.	
	April	<T> LE-Car released
	May	 The basic design of bus body frame structure fully revised
		<Ae> FHI designated as the main producer of AH-1S anti-tank helicopter agreement with Bell Co. to take the production licensing of AH-1S
	July	 Total output of the bus bodies/chassis reaches 50,000 units
	Aug.	
	Sept.	
	Oct.	
	Dec.	
<C> FHI issues 30 million stocks at the market value <Au> Oizumi Plant established <Au> Subaru Leone AWD wins the 31st Safari Rally group A and places 5th in all over <Au> Total output of Subaru vehicles reaches 5 million units <Au> Subaru Domingo launched	1983	
	Feb.	
	March	
	May	 Order of 100 units of visitor bus for International Exposition in Tsukuba
	July	<Ae> FHI designated as a developer of the target drone
	Aug.	
	Oct.	 Japan’s first double-decker bus (jointly developed with Nissan Diesel Co.) prototype completed and exhibited in the Motor Show
	Nov.	<T> 7 units of diesel-powered railcar delivered to Sanriku Railway
<Au> Development of Subaru ECVT, world’s first technology, announced <Au> Subaru Justy launched <Au> Subaru Leone redesigned and launched	1984	
	Feb.	
	March	<Ae> Agreement with Boeing, Mitsubishi Heavy Industries, Kawasaki Heavy Industries and FHI over international joint development for the YXX
	May	 The first unit of articulated bus completed and announced
	June	<Ae> Successful first flight of the KM2D turboprop-engine plane
		<Ae> Agreement with Fokker Co. (Netherlands) to manufacture component of Fokker 50’s empennage concluded
	July	
	Aug.	<T> LE-Car delivered to Nagoya Railroad and Tarumi Railway
	Dec.	<Ae> The first unit of AH-1S manufactured in Japan, delivered
<Au> Subaru XT luxury coupe Launched in US <C> Eiichi Ohara assumes honorary chairman, Sadamichi Sasaki assumes chairman of board, and Toshihiro Tajima assumes presidency <Au> Subaru Alcyone launched <C> FHI issues US\$50 million (approx. ¥11,900 million) convertible bonds <Au> Subaru Design Center completed <Au> Subaru Justy 1.2L AWD series launched <Au> Subaru Leone 3-door coupe launched	1985	
	Feb.	
	March	 100 units of articulated bus operate in Tsukuba International Exposition
	June	
	July	<D> Total output of Robin engine series reaches 10 million units
	Oct.	
	Nov.	
<Au> Higashi-Ogishima Distribution and Logistics Center completed <Au> Subaru Leone 3-door coupe RX/full-time AWD model II launched <C> Basic agreement with Isuzu Co. to jointly manufacture in US <Au> Subaru Domingo 1.2L AWD launched <C> Ceremony for the last output of Nissan Sunny’s entrusted production <Au> Subaru Domingo GX, Japan’s first cab over full-time AWD, launched <C> “Subaru Research and Design Co.” established in US <C> FHI Training Center newly established in Hachioji-shi, Tokyo <Au> Subaru Leone series given some improved components; Subaru Leone sedan/wagon full-time AWD model with center differential launched <C> Joint company Ta Chin Motor Co. established in Taiwan <Au> Subaru Rex Combi restyled and launched <Au> Subaru Rex sedan restyled and launched	1986	
	Feb.	<Ae> Ceremony for output of FA-200 Aero Subaru reaching 300 units
	April	
	May	
	June	
	July	<D> Robin engine series expand its operation to the lawnmower market in US
	Aug.	<H> Foldable prefabricated container house “Nobitaro” launched
	Sept.	
	Oct.	<D> Subaru “Tooryanse” snow blower launched
	Nov.	
	Dec.	<H> Easy-expansion and foldable house “Mr. Wide” launched

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<p><Au> Subaru Justy ECVT launched, with world's first CVT system</p> <p><Au> Subaru Rex Twin Visco full-time AWD 5-door sedan launched</p> <p><C> "Subaru-Isuzu Automotive Inc. (SIA)" established in US</p> <p><Au> Groundbreaking ceremony of Subaru Research and Experiment Center</p> <p><Au> Rex ECVT & Alcyone VX 2.7ℓ electric control full-time AWD launched</p> <p><C> FHI and Isuzu establish scholarship foundation in Purdue University, US</p> <p><Au> New model of power steering system completed</p> <p><C> Private import agent Subaru World Trading Co., Ltd. established</p> <p><Au> Subaru Sambar series renewed; full-time AWD model launched</p> <p><Au> Leone series renewed; active torque split-AWD launched</p> <p><Au> Agreement with Jusco Co. on distribution of mini vehicle</p>	1987	
	Feb.	<Ae> The first unit of Boeing 747's component (aileron/spoiler) completed
	March	<T> Last new diesel-power railcar delivered to Japan National Railways
	May	<T> Prototype trailer with extendable axles developed
	June	 FHI and Volvo Co. decides to jointly produce a new model of tour bus
	July	<Ae> Order from McDonnell Douglas Co. to manufacture part of MD-11
	Aug.	<D> 2 types of air-cooled diesel-engine model added to Robin engine series
	Sept.	
	Oct.	 Asperope tour bus developed in corporation with Volvo Co. (Sweden)
	Nov.	<H> "Fuji Mini House" series launched
	Dec.	<Ae> FHI designated as the manufacturer of the target drone
		<T> FHI and Hokkaido Railway jointly design, produce and complete luxury railcar "Tomamu Sahoro Express"
<p><Au> FHI and Motori Moderni (Italy) announce that they jointly develop Horizontally-Opposed 12-cylinder engine (BOXER-12/Flat-12)</p> <p><C> FHI acquires site for a new plant in Handa-shi, Aichi</p> <p><Au> Subaru Domingo series renewed; all models of 1.2ℓ AWD equipped with Free-Running type full-time AWD system</p> <p><Au> Subaru Rex V/VX, equipped with super-charger, newly joins</p> <p><C> Subaru Used Car Dealer Co. established</p> <p><Au> Customer support (Subaru Hotline) established (0120-052215)</p> <p><C> Agreement with Volvo Co. on domestic distribution through Subaru</p> <p><C> Clock to the 21th century placed at rooftop of headquarter's building</p> <p><C> Omiya Subaru 2nd Building established</p> <p><Au> Subaru Sambar series renewed; AWD with 3-valve engine</p> <p><Au> Agreement with Fiat Co. (Italy) on supplying Subaru ECVT system</p> <p><Au> OEM model Subaru Bighorn launched</p>	1988	
	Jan.	
	Feb.	<D> Subaru "Small Noise type" diesel-powered generator launched
		<D> Business agreement with a Korean company to export the multi-purpose engine processing facility
	March	<T> LE-Car6 delivered to Miyafuku Railway; total sales reach 100 units
	April	<E> Garbage loading machine delivered to Sheraton Grand Tokyo Bay Hotel
		<Ae> Successful first test flight of the improved KM-2 trainer plane
		<Ae> New Bell 212 model JA9684 type delivered to Japan Coast Guard
	May	
	June	<T> Working railcar specialized for cleaning delivered to Hokkaido Railway
	Aug.	<Ae> FA-300 double-engine plane delivered to ASPF
	Sept.	<Ae> Commemorative ceremony for delivery of improved KM-2
	Dec.	<H> CAK-J type prefabricated house launched
<p><C> Subaru Research & Development Co. established</p> <p><Au> FHI begins to supply Subaru ECVT system to Fiat</p> <p><Au> Legacy accomplishes the world's new record of average speed in continuous 100,000km travelling, recording 223.345km/h in Arizona, USA</p> <p><Au> Subaru Legacy series launched</p> <p><Au> Subaru Legacy's record 223.345km/h of average speed in continuous 100,000km travelling officially approved as world's new record by FIA</p> <p><Au> Subaru Justy ECVT series launched in US</p> <p><Au> Mitaka Plant and Gunma Plant integrated</p> <p><Au> "Design Tokyo Studio", vehicle designing R&D basement, completed</p> <p><Au> Subaru Legacy series launched in US</p> <p><Au> Ta Ching Motors, a joint venture in Taiwan, begins production</p> <p><Au> Subaru Rex series renewed to be equipped with the newly developed L4 engine "Clover-4"</p> <p><C> Local distributor "Subaru Canada Inc." established</p> <p><Au> Multilayer resin fuel tank adopted for the first time in the world</p> <p><Au> FHI announces that Subaru Legacy participates in WRC in 1990</p> <p><Au> Subaru Legacy launched in Europe</p> <p><Au> SIA begins to manufacture</p> <p><Au> FHI completes "Chubu Distribution Center" (Toki-shi, Gifu) to storage and maintain the pre-distributed new cars in Chubu district</p> <p><Au> High-speed test circuit completed in "Subaru R&E Center"</p> <p><Au> Subaru Legacy RS type RA launched</p>	1989	
	Jan.	
	Jan.	<Ae> Order to manufacture component (outboard flap) of Boeing 757
		<T> 3 units of world's first tilting railcar delivered to Shikoku Railway
	Feb.	
	March	<T> Total length of LE-Cars' railway route reaches 500km
	April	<Ae> The improved KM-2 model renamed as T-5
	May	<T> 122 units of Motoruc /Sunluck/Subaru Sambar truck and others delivered to Ota Central Wholesale Market, Tokyo
		<D> Agreement with Dynamica Co. (Indonesia) over multi-purpose engine
		<Ae> R&D facility "Technical Laboratory" completed
	June	
	July	<T> 13 units of express Blue Train "Hokutosei" railcar delivered to Hokkaido Railway and East Japan Railway
	Sept.	
	Oct.	<T> Kiha-85 diesel-power railcar delivered to Central Japan Railway and awarded Good Design Prize by Ministry of International Trade & Industry
	Nov.	<Ae> 205B helicopter acquires certification from the US FAA
	Dec.	

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<p><Au> “Subaru Technical Center Osaka” established</p> <p><Au> Subaru Sambar series redesigned following the revision of minicar standards; Subaru Rex series improved</p> <p><Au> “Subaru MM engine” supplied to Italian racing team Coloni Motorsport s.p.a. and makes its debut in F1 American GP</p> <p><Au> SIA Legacy begins to export to Taiwan</p> <p><Au> First participation in WRC; Legacy RS4WD accomplishes Subaru’s first win of Group N competition, places 6th at the championship</p> <p><Au> FHI starts OEM of Subaru Legacy 4-door sedan to Isuzu Co.</p> <p><C> President Sadamichi Sasaki assumes the chairman of the board, and ex-president of Nissan Diesel Co. Isamu Kawai assumes the presidency</p> <p><Au> Supply of Subaru MM engine to Subaru Coloni Racing sr.1 terminated</p> <p><Au> Chlorofluorocarbon gas (used in car air conditioner) recovering and recycling facilities started to be set to all Subaru domestic distributors</p> <p><C> Local distributor SOA (Subaru of America Co.) become FHI’s wholly owned subsidiary company in order to enhance its marketing capability</p>	1990	
	March	<p><E> Total outputs of sanitation truck “Fuji Mighty” reach 30,000 units</p> <p><T> 3 units of tour express railcar “Tango Explorer” and 4 units of small-size diesel-powered railcar delivered to Kitakinki Tango Railway</p>
	April	
	May	
	June	<p><Ae> Domestic airworthiness certificate of the 205B helicopter registered by Japan Civil Aviation Bureau of the Ministry of Transport</p> <p> Maxion tour bus with height-extended body frame structure launched</p>
	July	
	Aug.	<p><E> Fuji Mighty 8, the new model of FHI’s sanitation truck series, launched</p>
	Nov.	<p><T> FHI completes production and delivery of 35 units of tilting railcars</p>
	1991	
	Jan.	
	Feb.	<p><Ae> Introduces carbon-carbon composite technology from Aérospatiale Co.</p>
<p><Au> “Subaru Technical Center Sendai” established</p> <p><Au> Total output of “Subaru ECVT” reaches 300,000 units</p> <p><C> Subaru Acceptance Corporation (SAC), SOA’s subsidiary sales finance company, commences its operation</p> <p><Au> Legacy’s total sales of month reach 10,000 units for the first time</p> <p><Au> Subaru Alcyone SVX luxury coupe launched</p> <p><C> FHI sells a part of Omiya Plant’s site to FOD Co.</p> <p><Au> FHI begins to supply “Subaru ECVT system” to Nissan</p>	May	<p><Ae> Agreement with Boeing Co. on development of Boeing 777</p>
	June	<p> The large size tour bus model “Asterope Speriore” launched; meets with the act N3 on emission control</p>
	July	
	Sept.	
	Oct.	<p><D> Hybrid-system for Robin engine developed and announced</p>
	Nov.	<p><E> Autonomous floor dust collecting robot developed and announced</p>
	Dec.	<p><H> Production of foldable house ordered by Daiwa Kosho Lease Co.</p>
	1992	
	Feb.	
	March	<p><T> Delivery of 76 units of diesel-powered railcars to East Japan Railway</p>
	April	<p><E> Fuji-Hiter sweeper series released (OEM of Hako Co., Germany)</p>
	May	
<p><Au> Subaru Bighorn “Handing by Lotus” launched</p> <p><Au> Subaru Vivio newly launched</p> <p><Au> Total output of all the AWD layout vehicles reaches 3 million units</p> <p><C> President Kawai assumes Republic of Cyprus Honorary Consul General</p> <p><C> President Kawai assumes chairman of SJAC</p> <p><Au> Recycling production of painted bumpers launched</p> <p><Au> Total output of Subaru vehicles reaches 10 million units</p> <p><C> Murata Hatsujiyo and FHI establish a joint venture “ACM Tochigi Co.” to manufacture items made from composite materials</p> <p><C> FHI announces the mid-term sales plan</p> <p><C> “Subaru Technical Center Hiroshima” established</p> <p><Au> Agreement with China Guizhou Aviation Industry Co. over minicar</p> <p><Au> FHI begins to export the vehicles to Thailand</p> <p><Au> Subaru Impreza series launched</p> <p><Au> FHI wins the “Resin Grand Prix” regarding to the engine equipment/inlet manifold of the Subaru Sambar Diaz</p>	June	
	July	<p><Ae> Utsunomiya 2nd Plant completed; begins to manufacture Boeing 777</p> <p><E> The sweeper robot delivered to the East Japan Railway</p>
	Aug.	
	Oct.	<p><D> Subaru SGV generator series with OHV engine launched</p>
	Nov.	<p><T> Diesel-power prototype of tilting railcar delivered to Hokkaido Railway</p>
	Dec.	<p><Ae> Handa Plant starts the operations</p>

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<p><C> Jointly develops specialized vehicles for replacement driver service</p> <p><C> FHI formulates the plan for the global environment conservation</p> <p><Au> Subaru Vivio participates for the first time in the WRC Safari Rally, completes the whole length of the rally, places 1st and 2nd in A-5 class</p> <p><C> Electric-powered Sambar exhibited in Low Pollution Show</p> <p><Au> Subaru T-Top, a targa top minicar, launched with 3,000 units limited</p> <p><Au> Legacy accomplishes the first win in WRC at Rally New Zealand</p> <p><Au> New Legacy wagon records 249.981km/h in 1km section, wins the world's fastest record in the class; Officially approved by FIA/ACCUS</p> <p><Au> Subaru Legacy restyled and launched</p> <p><C> Robin America established</p> <p><Au> Subaru Sambar "Diaz Classic" launched</p>	<p>1993</p> <p>Jan.</p> <p>March</p> <p>April</p> <p>May</p> <p>July</p> <p>Aug.</p> <p>Sept.</p> <p>Oct.</p> <p>Nov.</p> <p>Dec.</p>	<p><Ae> The 500th unit of Boeing 767 delivered</p> <p><Ae> The first unit of Boeing 777's component (center wing) delivered</p> <p><E> Operational trials of "Huston" automated waste management system for high-rise buildings get under way</p> <p><I> FHI begins to supply blush cutters to Makita Co.</p>
<p><Au> "STi version" added to the Subaru Impreza's sales lineup</p> <p><Au> Total output of the EJ type engines reaches 1 million units</p> <p><Au> The production of Subaru Justy for the domestic market terminated</p> <p><Au> Subaru Leone van launched through OEM of the Nissan AD Van</p> <p><Au> "Rolling process", a new method for peeling coating film on the bumper, developed and announced</p> <p><Au> The manufacture of Sambar unified in FHI's plants</p> <p><C> Robin Manufacturing USA Co. established</p> <p><Au> 2.5L engine equipped model "250T" added to Legacy's sales lineup</p> <p><Au> Subaru Impreza "WRX type RA STi" launched</p> <p><C> "Subaru Card" introduced under agreement with Nihon Shimpan Co.</p> <p><Au> Subaru participates full season in WRC and places 2nd in manufacturers' championship (Drivers: Carlos Sainz/Colin McRae)</p>	<p>1994</p> <p>Jan.</p> <p>Feb.</p> <p>March</p> <p>April</p> <p>May</p> <p>Sept.</p> <p>Oct.</p> <p>Nov.</p> <p>Dec.</p>	<p><I> Robin EH30/EH34 engine meet the emission criterion of the California Air Resources Board (CARB) and acquire the certification</p> <p><I> Total output of engines supplied to Polaris Co. reaches 1 million units</p> <p> A new minibus officially gains the type approval</p> <p><I> Retailing of the Polaris personal watercrafts begins</p> <p><I> Import of blush cutters from Eurosystem Co. (Italy) begins</p> <p> CNG low pollution buses delivered to Tokyo/Yokohama/Kawasaki</p>
<p><C> FHI provides container houses and generators to Kobe-shi as a support for the area affected by the Great Hanshin-Awaji Earthquake</p> <p><C> Groundbreaking ceremony for Hokkaido Laboratory in Bifuka-cho</p> <p><Au> Subaru Impreza 2-door coupe model "Retna" launched</p> <p><C> Singapore FHI established</p> <p><Au> Subaru Vivio van 3-AT model launched</p> <p><Au> Subaru Sambar EV launched; Subaru's first retailing electric vehicle</p> <p><Au> Total output of mini vehicle (including bonnet vans) reaches 3 million units</p> <p><Au> New process of protecting & coating film developed</p> <p><Au> Subaru Legacy "Grand Wagon" launched</p> <p><Au> FHI introduces Magyar Suzuki Justy to European market</p> <p><C> Building for researching and developing completed in Saitama Plant</p> <p><C> FHI unifies and renames divisions in Omiya area to "Omiya Office"</p> <p><Au> Subaru Impreza "Gravel EX" sport wagon launched</p> <p><Au> Subaru Vivio "Bistro" launched</p> <p><Au> Subaru captures the Manufacturer's and Driver's (by Colin McRae) titles in the World Rally Championship</p>	<p>1995</p> <p>Jan.</p> <p>Feb.</p> <p>March</p> <p>April</p> <p>June</p> <p>Aug.</p> <p>Sept.</p> <p>Oct.</p> <p>Nov.</p> <p>Dec.</p>	<p><I> Saitama Plant completed; begins operations in April</p> <p><Ae> U-125A plane delivered to Japan Air Self-Defense Force</p> <p><Ae> T-5 flight simulator delivered to Japan Maritime Self-Defense Force</p> <p><I> Robin Manufacturing USA begins operations</p> <p><E> "Fuji Mighty Container Gauging System" for managing garbage collecting more efficiently launched</p> <p><E> Containers for garbage loading and freight railcars delivered to Kawasaki; Japan's first garbage transporting on railway begins in Oct.</p> <p><T> Kiha 283 diesel-powered tilting railcar delivered to Hokkaido Railway</p> <p><E> Electro deposition high-quality coating adopted in Fuji Mighty</p> <p><Ae> Fuji-Bell 205B helicopter gains certification from Ministry of Transport</p>

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
	1996	
<p><Au> FHI makes bumper recycling method "Rolling process" be built in operations at the plants</p> <p><Au> Subaru Sambar welfare vehicle "Transcare" launched</p> <p><C> FHI sells a part of Omiya Plant's old factory site</p> <p><Au> Motor sports equipment applied aerospace technologies launched</p> <p><C> FHI begins to collect bumpers through constructing original system</p> <p><C> "FHI Environment Systems" established</p> <p><C> FHI official Home Page established</p> <p><C> A fire occurs from the 4th painting division of Gunma Yajima Plant</p> <p><Au> Subaru Domingo "Aladdin" with sleeping space launched</p> <p><Au> Total output of "Subaru ECVT" reaches 1 million units</p> <p><C> President Isamu Kawai assumes the chairman of the board, and the deputy president Takeshi Tanaka assumes presidency</p> <p><Au> FHI restores the 4th painting division of Gunma Yajima Plant; renames it 5th painting division and holds a ceremony to begin its operations</p> <p><Au> Subaru Forester participates in Hermann Trophy, the competition for average travelling speed in 24 hours in Indianapolis Motor Speedway; registers the new record, 180.082km/h</p> <p><Au> Subaru wins Manufacturer's title in the WRC in two consecutive years</p> <p><Au> Production of Subaru Alcyone SVX terminated</p>	<p>Feb.</p> <p>March</p> <p>April</p> <p>May</p> <p>June</p> <p>July</p> <p>Aug.</p> <p>Oct.</p> <p>Nov.</p> <p>Dec.</p>	<p><Ae> Auto-piloted RPH2 helicopter successfully concludes the first flight</p> <p><Ae> First unit of component (center wing) for Boeing 777 delivered</p> <p><Ae> New main rotor system (FBR) achieves the successful first flight</p> <p><Ae> Successful first flight and first automated landing of ALFLEX, a small-scale automated landing experimental vehicle, accomplished in Australia</p> <p><Ae> First unit of component (elevator) for Boeing 737-700 delivered</p> <p><Ae> FHI recognized as a "Supplier of the Year" by Boeing, as the first Japanese manufacturer to receive that recognition</p> <p><Ae> Contract with RAC for Hawker Horizon project</p>
	1997	
<p><Au> Total domestic output of the Subaru Legacy reaches 1 million units</p> <p><C> "Subaru Thailand" established</p> <p><Au> Subaru Forester SUV launched</p> <p><Au> Groundbreaking ceremony for the construction of "Subaru Kansai Maintenance Center" in Izumi Otsu-shi, Osaka</p> <p><Au> Subaru Transcare series launched; newly equipped with Wing step/Wing seat/Stretcher</p> <p><Au> Full electronic control system "Sport Shift ECVT" with 7-shifting mode launched</p> <p><C> Agreement with Yusouki Kogyo Co. over trailer business</p> <p><Au> Subaru Legacy Lancaster series launched</p> <p><Au> FHI begins to collect used bumpers in all area of Kanto district</p> <p><C> Administrative action from Ministry of Transportation over recall</p> <p><Au> Production of Subaru Impreza begins at the Ta Ching Motors</p> <p><Au> Equipped transmission of Subaru Sambar changed from ECVT to 3AT</p> <p><Au> Lifting Wing Seat newly added to Subaru Transcare series</p> <p><Au> Subaru wins the Manufacturer's title in WRC in three consecutive years</p>	<p>Jan.</p> <p>Feb.</p> <p>March</p> <p>April</p> <p>May</p> <p>June</p> <p>Aug.</p> <p>Sept.</p> <p>Oct.</p> <p>Nov.</p> <p>Dec.</p>	<p><Ae> The test piece of small piggyback satellite delivered to NSDAJ</p> <p><E> Develops incineration ash melting and recycling plant with 3 companies</p> <p><Ae> The first unit of drone delivered to the Agency of Defense</p> <p><Ae> Defense Agency approves FHI's remote controllable searching system</p> <p><E> Automated waste management system for high-rise buildings "Huston" delivered to head office's building of East Japan Railway</p> <p><I> FHI begins to manufacture EH65D engine in Robin Manufacturing USA</p> <p><Ae> Subaru Driving Simulator exhibited at the Tokyo Motor Show</p> <p><Ae> Test piece of unmanned aerial vehicle delivered to Defense Agency</p>

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<p><C> FHI announces to participate in the sales promotion of Porsche</p> <p><C> FHI makes environmental policy; plans of active recycle of used cars</p> <p><Au> Subaru Impreza “22B-STi Version” launched</p> <p><C> Unifies operation of genuine parts to Subaru Ota Plant in Kiryu Kogyo</p> <p><Au> Legacy wagon records 270.532km/h in 1km section, renews its own world’s fastest record in the class; officially approved by FIA/ACCUS</p> <p><C> Industrial equipment distributor “Robin Europe” established</p> <p><C> Original leaflet “For Harmony of Human, Society and Earth” published</p> <p><Au> Subaru Legacy redesigned and launched</p> <p><Au> Subaru Pleo mini wagon launched</p> <p><C> An auditor arrested on suspicion of connection with a representative</p> <p><C> The chairman of board arrested on the same suspicion</p> <p><Au> Subaru Impreza sport wagon “Casablanca” released</p> <p><Au> Subaru Legacy B4 launched</p> <p><Au> Legacy Lancaster and Pleo win RJC New Car of the Year</p>	<p>1998</p> <p>Jan.</p> <p>Feb.</p> <p>March</p> <p>April</p> <p>May</p> <p>June</p> <p>Oct.</p> <p>Nov.</p> <p>Dec.</p>	<p><Ae> FHI begins to manufacture the main wing for Hawker Horizon</p> <p><H> The new prefabricated house model Kiritsuma-type released</p> <p><Ae> FHI gains the official aerospace business authorization</p> <p><E> Fuji Mighty LP38 launched</p> <p><E> Motoruc new model wins the Good Design Prize</p> <p><T> Kiha 261 diesel-powered express railcar delivered to Hokkaido Railway</p> <p> 10 units of Volvo’s articulated bus delivered; operated in Chiba</p>
<p><Au> Subaru Sambar redesigned and launched</p> <p><C> Ceremony on demolishing the huge chimney of Omiya Plant</p> <p><Au> Subaru Leone van remodeled and launched</p> <p><Au> Subaru Pleo “Nesta” launched</p> <p><C> Announces about cleaning groundwater at old site of Omiya Plant</p> <p><Au> Total output of the AWD layout vehicles reaches 5 million units</p> <p><C> Joint venture Changzhou Fuji Changchai Robin Gasoline Engine Co., Ltd. established in China</p> <p><Au> Subaru Legacy “Lancaster ADA” added to the sales lineup</p> <p><Au> FHI unifies Subaru vehicles’ domestic distributors of five districts</p> <p><Au> “Diaz Wagon Classic” added to the Subaru Sambar’s sales line up</p> <p><C> FHI forms strategic alliance with General Motors Co.</p> <p><C> FHI signs the agreement on business alliance with Suzuki Motor Co.</p> <p><Au> Subaru accomplishes the most victories in this year’s WRC</p>	<p>1999</p> <p>Feb.</p> <p>March</p> <p>June</p> <p>July</p> <p>Sept.</p> <p>Oct.</p> <p>Dec.</p>	<p><E> Floor cleaner robot system linked with operation of elevators delivered to a building in Kanda, Tokyo</p> <p><I> Total output of engines supplied to Polaris Co. reaches 2 million units</p> <p><Ae> The first unit of main wing for Hawker Horizon delivered to the Raytheon Aircraft Co.</p> <p><Ae> The helicopter simulator delivered to the Tochigi Science Museum</p> <p><T> New sleeping railcar “Cassiopeia” delivered to East Japan Railway</p>
<p><Au> Subaru Legacy B4 “BLITZEN” launched</p> <p><C> FHI begins to collect used bumpers in the whole country</p> <p><C> Reorganizes five companies into Finance and Real Estate companies</p> <p><C> Completes issue of new stocks to General Motors as an allocation to a third party (Capital: ¥144.428 million following this allocation)</p> <p><C> Business alliance with Nissan Co. terminated</p> <p><C> Announces “New TQF21 Plan” for the 5-year mid-term business plan</p> <p><Au> Subaru Legacy “Lancaster 6” with newly-developed engine launched</p> <p><Au> Total output of Subaru Sambar reaches 3 million units</p> <p><Au> Subaru Impreza redesigned and launched</p> <p><C> FHI publishes “2000 Environment Report” for the first time</p> <p><C> Warned by Ministry of Transport for a mistake on application procedure</p> <p><Au> Subaru Impreza STi series launched</p> <p><Au> Subaru “Sambar EV” electric vehicle launched</p> <p><Au> Subaru Impreza wins Japan Car of the Year special prize</p> <p><Au> Subaru Pleo “Nicot” launched</p>	<p>2000</p> <p>Jan.</p> <p>Feb.</p> <p>March</p> <p>April</p> <p>May</p> <p>July</p> <p>Aug.</p> <p>Sept.</p> <p>Oct.</p> <p>Nov.</p> <p>Dec.</p>	<p><H> “Yasashii Kazoku” developed as a nursing care room for family member</p> <p><Ae> Ceremony for launch of manufacturing for DASH8-400</p> <p><T> “Super Soya” diesel-powered railcar delivered to Hokkaido Railway</p> <p><Ae> FHI concludes a contract with Bell Helicopter Co. to manufacture the frame structure of BA 609 tilt rotor model</p> <p> Large-size tour buses redesigned and launched</p> <p><E> Prototype of “Subaru small-sized Wind Power Generator” announced</p> <p><E> “Fuji Mighty LP0” new sanitation truck series launched</p> <p><Ae> The last unit of AH-1S anti-tank helicopter delivered</p>

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
	2001	
<C> Plan of unifying accounting of domestic related companies and dealers	Jan.	<Ae> FHI receives an order to manufacture test unit of small supersonic jet plane (SST jet test unit) from National Aerospace Laboratory of Japan
<Au> Subaru Legacy Touring Wagon/B4 "BLITZEN 2001 model" launched		
<C> FHI acquires all issued stocks of Daiwa Shoko Co.	March	
<C> Achieved "Zero Emissions" goals in Automobile Division (Gunma Plant)		
<C> FHI merges and acquires related company, Subaru Institution Co.	April	<Ae> First unit of Hawker Horizon output from Raytheon Aircraft Co., US
<C> FHI announces the rolling plan of "New TQF21 Plan"	May	 Agreement with Dongfeng Motor Hangzhou (China) over bus production
<Au> Subaru vehicles go on sale in Philippines through GM Auto World		<D> Robin EY multipurpose engine series redesigned and launched
<Au> Subaru Sambar "Home-visit Nursing Care" launched		<D> Robin EX multipurpose engine series newly developed and launched
		<E> Total output of Fuji Mighty sanitation trucks reaches 50,000 units
<C> President Takeshi Nakana assumes the chairman of board, and Corporate Executive Vice President Kyoji Takenaka assumes presidency	June	<E> The sweeper robot system linked with the operation of elevators, delivered to Harumi Island Triton Square, Tokyo
<Au> Distribution of Subaru vehicles through GM Auto World in Indonesia	July	
<Au> Subaru Traviq (OEM by GM) launched in Japan	Aug.	
<C> FHI provides donation and generators to support for 911 relief activity		
<C> "Subaru Vehicle Distribution", logistic management in Europe, established in Rotterdam, Nederland	Sept.	
	2002	
<Au> Subaru Baja announced at North American International Auto Show	Jan.	<Ae> FHI signs the agreement on joint development of Sonic Cruiser by Boeing
<Au> Subaru Legacy Touring Wagon "GT30"/B4 "RS30", with Horizontally-Opposed 6-cylinder 3.0ℓ engine (BOXER-6), launched		
<Au> FHI announces the redesign of Subaru Forester in Chicago Auto Show	Feb.	
<Au> Subaru Legacy Touring Wagon/B4 "BLITZEN 2002 model" launched		
<Au> Subaru Forester redesigned and launched		
<C> Utsunomiya Plant and Saitama Plant achieves "Zero Emission" goals	March	<E> Specialized vehicle to collect and separate organic materials, "CVSR", developed; delivered to Organic Recycling Association in Yokohama
		<E> "Pre-Processing Separation System for Organic Materials Recycling" developed; test equipment of system delivered to a facility in Tsukuba
<C> "Subaru Europe" established as the regional head office in Europe	April	
<C> FHI and Nihon Electric Co. establish "NEC Lamillion Energy"	May	<D> Robin EH035 multipurpose 4-stroke mini engine newly launched
<C> FHI announces new production of bus and railcar to be end in 2002		
<C> FHI announces new mid-term plan "Fuji Dynamic Revolution-1"		
<Au> FHI announces development of Legacy B4 "CNG" natural gas vehicle		
<C> FHI adopts in-house company system	June	<Ae> FHI makes a contract with Airbus to manufacture components (vertical tail structure) of A380
<C> FHI announces "Plans for Committing to Environmental Conservation"		
<C> FHI terminates the contract on joint business with Ta Ching Motors and Taiwan Bespa; "Subaru of Taiwan (SOT)" established as new distributor		
<Au> GM, Isuzu, Suzuki and FHI unite for the purchase of specified items	July	<Ae> Successful first flight of new trainer plane for Japan Defense Force
		<Ae> Component (center wing) for the newest Boeing 777 delivered
<Au> Subaru Legacy Wagon/B4 "BLITZEN6" launched	Aug.	
<Au> Subaru Forester "CROSS SPORTS" launched	Oct.	
	Nov.	
<C> FHI terminates joint business agreement with Isuzu on Subaru-Isuzu Automotive Inc.; signs another contract for manufacturing	Dec.	<D> The system for smell eliminating from sanitation trucks developed
<C> FHI applies for delisting from Osaka and Nagoya Stock Exchange		

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<C> FHI makes Subaru-Isuzu Automotive, Inc. its fully owned subsidiary, changes its name to Subaru of Indiana Automotive, Inc. (SIA) <Au> FHI and JATCO establish a joint venture of CVT project <C> FHI and Toyota Motor agree on G-Book telematics services <Au> FHI begins to supply Subaru Forester to GM India <C> Subaru and SAAB agree on joint development and distribution <Au> "B11S" concept car announced at International Geneva Motor Show <Au> Subaru Legacy redesigned and launched <C> Subaru Visitor Center established in the site of Yajima Plant <C> FHI adopts 6-star as its new corporate symbol <Au> Subaru Fukuoka Pre-Distribution Maintenance Center established <Au> Subaru G3X Justy launched in Europe <Au> Total domestic output of Subaru vehicles reaches 15 million units <Au> Subaru Legacy Outback launched <Au> FHI adopts Subaru's brand message as "Think. Feel. Drive" <Au> Subaru Legacy wins Japan Car of the Year 2003-2004 <Au> Subaru R2 launched <Au> Total domestic sales of Subaru Legacy reach 1 million units <Au> Subaru captures the Driver's title (by Petter Solberg) in WRC	2003	
	Jan.	
	Feb.	<T> Niigata Transys takes over FHI's former railcar business
	March	<H> "Toilet Cabin with water recycling system" launched <T> FHI transfers its car carrier trailer business division to Yusouki Kogyo
	April	<Ae> Boeing's "Supplier of the Year" awarded <E> ASR pre-processing separation system developed
	May	
	June	<Ae> The first unit of component for Airbus A380 delivered
	July	
	Aug.	<Ae> First successful flight of light plane's full-automatic operation in Japan
	Sept.	
	Oct.	<Ae> FHI signs a strategic partnership with US maker into light jet market
	Nov.	
<C> FHI transforms prefabricated housing business division into a company <Au> Customize business launched from Subaru Customize Laboratory <Au> Manufacture of SAAB 9-2X begins at Gunma Plant <C> Unified related logistic companies to one <C> Shopping mall "Stellar Town" opens at the old site of Omiya Plant <C> FHI begins to construct more enhanced sales network in China <Au> Subaru and SAAB agree to develop and produce a new crossover car <C> FHI makes Yusouki Kogyo its complete subsidiary by stock swap <Au> Subaru wins "Rally Japan", the first WRC competition held in Japan (Driver: Petter Solberg) <Au> Total domestic sales of Subaru vehicles reach 3 million units <C> New personnel system for manageable posts introduced <Au> Subaru R2 awarded RJC Car of the Year, special award of the best light passenger car	2004	
	Jan.	<Ae> Successful test flight of remote-controllable observation device
	March	
	April	<E> FHI and Shin Maywa Industries develop next generation sanitation truck
	June	<D> FHI concludes OEM agreement with German diesel engine manufacturer
	July	
	Aug.	
	Sept.	
	Oct.	<Ae> Component (center wing) for the first unit of B777-200LR delivered
	Nov.	
<C> "Subaru Academy" established in Hachioji-shi, Tokyo <Au> Subaru R1 launched <Au> Total domestic sales of Subaru's new cars reach 10 million units <Au> World's total output of Subaru Legacy reaches 3 million units <Au> Subaru Tribeca launched in USA <C> FHI and Tokyo Electric Power Co. develop an Electric Vehicle <C> FHI terminates alliance with GM, entering new collaboration w/Toyota	2005	
	Jan.	
	March	
	April	<Ae> The first unit of center wing for maritime patrol aircraft delivered
	May	<E> New sanitation trucks "Fuji Mighty LP71 series" launched <Ae> Sign the contract of participating in B787 program
	June	
	Sept.	<Ae> First unit of main wing for the military cargo aircraft delivered
	Oct.	
	Dec.	<Ae> The first unit of main wing for maritime patrol aircraft delivered <E> 2000kW-class wind turbine generator system developed

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
	2006	
<C> FHI collects voluntary retirement of 700 employees aged over 45	Jan.	
<Au> Subaru vehicles introduced to the market of Mexico	Feb.	
<Au> Total output of Subaru Forester reaches 1 million units	March	<Ae> AH-64D attack helicopter delivered to Japan Self-Defense Force
<Au> FHI unifies the Subaru vehicles' domestic distributors in five districts	April	<D> FHI unifies two Robin distributors of Kanto and Chubu district and establishes "FHI Sanki Hanbai (industrial equipment sales)"
		<Ae> FHI completes manufacturing and assembling plant of component (center wing) and composite materials for Boeing 787 in Handa-shi, Aichi
<Au> EJ25 Horizontally-Opposed 4-cylinder 2.5ℓ engine (BOXER-4) awarded "International Engine of the Year 2006" in 2.0ℓ-2.5ℓ class	May	
<C> President Kyoji Takenaka assumes the senior director advisor, corporate executive deputy President Ikuo Mori assumes presidency	June	<Ae> First unit of main wing for "Eclipse 500", a small-size plane, delivered
<Au> Subaru Stellar new minicar launched		
<Au> Volvo's 15 distributors in Subaru's domestic dealers transferred operationally to Yanase groups		
<Au> 10 units of "R1e" electric prototype vehicle delivered to TEPCO	July	
<Au> Sales network of Subaru vehicles in Ukraine established	Oct.	
<Au> FHI unites the regional dealers of Wakayama and Osaka Subaru Inc.	Nov.	<E> Large size wind turbine generator system awarded a prize
<Au> TEPCO, NEC Lamilion Energy and FHI awarded "Minister of the Environment Prize for Climate Change Action 2006"	Dec.	<D> "Subaru KX21", a racing kart engine, launched
<C> FHI baseball club wins the 33rd amateur national Baseball championship		
<C> Sumitomo Co. and FHI awarded "Robot of the Year 2006" grand prize from Minister of Economy, Trade and Industry		
	2007	
	Jan.	<Ae> The component (center wing) of Boeing 787 delivered for the first time
<C> OEM agreement with Daihatsu on small car for European market	Feb.	<D> FHI launches Subaru "e-cutter PRO" electric brush cutter
<C> FHI announces the new mid-term managing plan for FYE2007-2010		
<C> SAI begins OEM of Toyota Camry	April	
<C> FHI sells stocks of Fuji Robin to Makita	May	<E> The new sanitation trucks "Fuji Mighty LP81" series launched
<C> FHI, Sumitomo and CIMC establish a joint venture QCEC in China to manufacture and distribute sanitation trucks and related equipments	June	
<Au> Subaru Impreza series redesigned and launched		
	July	<E> Robot sweeping-cleaning system for outdoor launched
<Au> Subaru Justy (OEM: Daihatsu) launched in Europe	Sept.	
<Au> Subaru Impreza BEAMS EDITION launched	Nov.	
<Au> Subaru Forester redesigned and launched	Dec.	<D> Robin EX40/EX35, flagships in multipurpose engine EX series, launched
	2008	
<Au> FHI introduces Subaru Legacy/Outback's new models equipped with Horizontally-Opposed diesel engine in European market	Feb.	<Ae> Component (center wing) of Boeing 777 Freighter delivered
<C> 50th anniversary of Subaru's foundation		
<Au> Toyota, Daihatsu and FHI conclude more comprehensive alliance	March	<Ae> FHI restarts the manufacturing of T-5 trainer plane
<Au> Subaru Impreza awarded "New Car Assessment grand prize 2008"	April	
<Au> Subaru Exiga launched		
<Au> Subaru Plug-in Stellar Concept developed and announced	June	
<Au> Subaru Impreza "Anesis" 4-door sedan launched	Oct.	
<Au> Subaru Dex introduced in domestic market under OEM with Daihatsu	Nov.	
<Au> Subaru terminates participation in WRC as a factory-backing team	Dec.	
	2009	
<Au> "Horizontally-Opposed diesel engine" awarded "Promotion of Machine Industry Chairman's Prize" at the 6th Promoting Machine Industry Prize	Jan.	<D> Subaru Robin Cutter, a brush cutter with petrol engine, launched
<Au> FHI unifies all domestic distributors into six divisional head offices		
<Au> Subaru Legacy redesigned and launched	May	
<Au> Subaru Plug-in Stellar launched	June	
<Au> Subaru's all models in sales lineup of North America in those days recognized "Top Safety Picks", the highest safety rates of 2009 IIHS	Sept.	
<Au> Subaru Dias Wagon launched		
<Au> Subaru's all models in sales lineup of North America in those days recognized "Top Safety Picks", the highest safety rates of 2010 IIHS	Nov.	<E> FHI develops new system for the autonomous floor-cleaner robot
		<E> FHI develops the farm working robot
		<E> Sumitomo and FHI jointly develop floor-cleaner robot for office buildings

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<p><Au> The new minicar Subaru Lucra launched</p> <p><Au> Pleo series redesigned and launched</p> <p><Au> Legacy awarded “New Car Assessment grand prize 2009/2010”</p> <p><Au> FHI develops the new “EyeSight”; Subaru’s advanced driving assist system with more advanced safety function</p> <p><Au> Subaru Impreza XV launched</p> <p><Au> FHI develops new generation SUBARU BOXER engine</p> <p><Au> “EyeSight (ver.2)”, Subaru’s advanced driving assist system, awarded JAHFA (Japan Automobile Hall Of Fame)’s Car Technology of the Year</p> <p><Au> 50th anniversary of Gunma Plant’s establishment</p> <p><Au> Subaru Trezia, a new compact car, launched</p> <p><Au> WRX STI 4-door A-Line awarded “Auto Color Award 2011; interior section prize”</p> <p><Au> Impreza “WRX STI ts”/ “WRX STI spec C” launched</p> <p><Au> Subaru’s all models in sales lineup of North America in those days recognized “Top Safety Picks”, the highest safety rates of 2011 IIHS</p>	2010	
	Jan.	
	March	<E> Jointly develops floor-cleaner robot for the rest areas on highways
	April	<E> “Fuji Mighty Electra”, sanitation truck with electric equipment, launched
	June	
	July	<E> SUBARU 80/2.0 wind turbine generator system begins to operate at Wind Power Kamisu, the offshore wind farm
	Sept.	
	Oct.	
	Nov.	<D> FHI newly develops Subaru “EA-V series” multipurpose engines
	Dec.	<D> FHI newly develops “ER12” engine exclusively designed for Rammer
	2011	
<p><Au> Total sales of Legacy series equipped with “EyeSight (ver.2)” reach 10,000 units</p> <p><Au> All domestic dealers granted “Eco Action 21” from IPSuS</p> <p><Au> Subaru Stellar, the new Kei-passenger car, launched</p> <p><C> President Ikuo Mori assumes the chairman of board, director/corporate executive deputy president Yasuyuki Yoshinaga assumes the presidency</p> <p><C> Announces “Motion-V” mid-term management plan for FYE2012-2016</p> <p><Au> Total outputs of Subaru vehicles reach 2 million units in US</p> <p><Au> Ceremony on outputting the first unit of new Camry in US</p> <p><Au> Subaru Impreza redesigned and launched</p> <p><Au> Subaru Legacy Outback awarded “Auto Color Award 2012; interior section prize”</p> <p><Au> Subaru’s all models in sales lineup of North America in those days recognized “Top Safety Picks”, the highest safety rates of IIHS</p> <p><Au> FHI transfers material production to Kiryu Kogyo</p>	Jan.	<E> 11 units of SUBARU 80/2.0 wind turbine generator system begins to operate at Omaezaki wind farm
	March	
	April	
	May	
	June	<Ae> Tokyo University and FHI successfully accomplish test flight of autopilot with damaged aircraft
	July	
	Sept.	
	Nov.	
	Dec.	<Ae> Reaches total 1,000 units of center wing manufacture for Boeing 777

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
<p><Au> Subaru BRZ launched</p> <p><Au> 40th anniversary of AWD's birth</p> <p><Au> 30th anniversary of Oizumi Factory's birth (at Gunma Plant)</p> <p><Au> FHI terminates the production of mini vehicle: All factories manufacture registration vehicles</p> <p><Au> Ceremony for outputting the first unit of Subaru BRZ/Toyota 86</p> <p><Au> 25th anniversary of US Plant's birth</p> <p><Au> "Development of Advanced Driving Assist System Aiming Not to Collide with Object" awarded Prize on Science Technologies</p> <p><Au> SIA acquires ISO 50001 certification</p> <p><Au> Subaru Impreza new model XV launched</p> <p><Au> Subaru Impreza G4/XV awarded Good Design Prize</p> <p><Au> Subaru Impreza XV recognized "Top Safety Picks", the highest safety rates of IIHS</p> <p><Au> Subaru Forester redesigned and launched</p> <p><Au> Impreza awarded "New Car Assessment five stars 2012" by NASVA</p> <p><Au> Total sales of vehicles in US reach 6 million units</p> <p><Au> Subaru BRZ awarded 2012-2013 Japan Car of the Year Executive Committee Special Prize</p> <p><Au> Subaru Forester wins the maximum five-star rated at "Overall Safety Assessment in Europe"</p> <p><Au> Subaru Pleo Plus, the new Kei-passenger car, launched</p> <p><Au> Impreza XV awarded the grand prize at "Auto Color Award 2013 Grand Prix"</p> <p><Au> Begins knock-down assembling of Subaru XV in Malaysia</p> <p><Au> All models in sales lineup of North America in those days recognized as "Top Safety Picks", the highest safety rating of 2013 IIHS</p>	2012	
	Jan.	<D> Total output of "EX series" multipurpose engines reaches 3 million units
	Feb.	
	March	
	April	<Ae> FHI awarded "Boeing Supplier of the Year"
	June	<E> FHI transfers Subaru's wind power business to Hitachi, Ltd. <Ae> Center wing assembly line for FHI Boeing 787 added <Ae> Reaches total 1,000 units of center wing manufacture for Boeing 787
	July	
	Sept.	<D> Ceremony for launching of industrial products distributor in China
	Oct.	
	Nov.	
	Dec.	<D> Total output of the multipurpose engines reaches 30 million units <D> Subaru EK30 multipurpose engine for agricultural machinery launched <E> FHI terminates the production of Fuji Mighty sanitation trucks
<p><Au> EyeSight awarded Minister of Economy, Trade and Industry Prize at 10th New Technologies Promotion, from Hitachi Automotive Systems</p> <p><Au> Total sales of vehicles in Australia reach 700,000 units</p> <p><Au> Subaru XV Hybrid announced (in New York International Auto Show) ※launched for domestic market in June</p> <p><Au> Total domestic sales of the Subaru vehicle equipped with "EyeSight (Ver.2)" reach 100,000 units</p> <p><Au> Legacy awarded "New Car Assessment five stars 2012" rated by NASVA</p> <p><Au> Forester recognized as "Top Safety Picks+", the highest safety rating of 2013 IIHS</p> <p><Au> 60th anniversary of the foundation</p> <p><C> FHI enhances the sales network of Subaru vehicles in China</p> <p><Au> Legacy and Outback recognized on the topic of Front Crush Prevention as "Superior", the highest safety rating of 2013 IIHS</p> <p><Au> FHI announces the next generation model of "EyeSight"</p> <p><Au> Subaru WRX new models launched (in Los Angeles Auto Show)</p> <p><Au> Three models in sales lineup of US in those days recognized under 2014 IIHS's newly enhanced criteria as "Top Safety Picks+"</p>	2013	
	Jan.	<D> Subaru SWP pump series launched for the domestic market <E> FHI transfers its sanitation trucks business to Shin Maywa Industries
	March	<E> FHI abolishes the Eco Technologies Company
	April	
	May	
	July	
	Sept.	
	Oct.	
	Nov.	
	Dec.	

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
	2014	
<C> Total domestic output of the vehicles reaches 20 million units	Jan.	
<Au> Subaru “WRX STI” new model announced (in North American International Auto Show)		
<Au> Subaru “Legacy” announced to be redesigned (in Chicago Auto Show)	Feb.	
<Au> Subaru “Levorg” announced (in Tokyo Motor Show October 2013) ※launched in June	April	<D> Subaru SGI18 inverter-controlling type generator launched
<Au> Subaru announced “Outback” (in New York International Auto Show)		
<C> FHI announces the new mid-term managing concept “Prominence 2020”	May	
<C> FHI announces production of Toyota’s Camry at SIA to be terminated in Autumn 2016		
<Au> Subaru new WRX/WRX STI recognized by 2014 IIHS criteria as “Top Safety Picks”		
	June	<Ae> Agreement over next generation large size jet airliner Boeing 777X
<Au> Subaru BRZ recognized by 2014 IIHS criteria as “Top Safety Picks (TSP)”	July	
<C> Head office moves to Ebisu, Shibuya-ku	Aug.	
<Au> All-New Subaru Legacy and Outback Awarded IIHS’ Highest Standard of Safety “2014 TOP SAFETY PICK (TSP) +”		
<Au> Subaru Launches All-New “WRX S4” and “WRX STI” in Japan		
<Au> Subaru Launches All-New “Sambar Truck” in Japan	Sept.	
<C> The number of visitors in Subaru Visitor Center reach 1 million		
<Au> Subaru Levorg Wins “Good Design Award 2014”	Oct.	
<Au> Three Subaru Models Awarded Top JNCAP “ASV+” Rating in Preventive Safety Performance Assessment		
<Au> Subaru Debuts “EyeSight” Driver Assist Technology in Europe	Nov.	
<Au> 2015 Impreza Awarded IIHS’ Highest Standard of Safety “2014 TOP SAFETY PICK (TSP) +”		
<Au> All-New Subaru Outback & Legacy Awarded Top JNCAP “ASV+” Rating in Preventive Safety Performance Assessment	Dec.	
<Au> All-New Subaru Outback Awarded Top Five-Star Rating in 2014 Euro NCAP Safety Test		
<Au> WRX’s Boxer “DIT” Engine Named to Ward’s “10 Best Engines” of 2015		
<Au> Subaru Launches All-New “Stella” in Japan		
<Au> Subaru Meets IIHS’ Highest Standard of Safety “2015 TOP SAFETY PICK (TSP) +”		
	2015	
<Au> Subaru XV and Impreza Awarded Top ASV+ Rating in JNCAP Preventive Safety Performance Assessment	Jan.	
<C> Subaru Reaches 15 Million Production of Horizontally-Opposed “Boxer” Engines	Feb.	
<Au> Subaru Launches All-New “Crossover 7” in Japan	April	
<Au> Four Subaru Models Awarded 2014–2015 JNCAP “Five Star Award”	May	
<Au> Subaru “Crossover 7” Awarded Top ASV+ Rating in JNCAP Preventive Safety Performance Assessment	June	
<Au> Subaru Launches All-New “Impreza Sport Hybrid” in Japan		
<Au> Four Subaru Models Awarded Top JNCAP “ASV+” Rating in Preventive Safety Performance Assessment	July	<Ae> FHI Signs a Formal Agreement with Boeing on Development and Production of Boeing’s New 777X Airplane
<Au> 2016 WRX Awarded IIHS’ Highest Standard of Safety “2015 TOP SAFETY PICK (TSP) +”	Sept.	<Ae> FHI Wins Contract to Develop Next-Generation Utility Helicopter for Japan Ground Self-Defense Force
<Au> Legacy Outback / Legacy B4 Wins “Good Design Award 2015”		
<Au> Subaru “Impreza 5-Door Concept” Makes World Debut at Tokyo Motor Show 2015	Oct.	<D> 20th anniversary of Saitama Plant’s establishment
<Au> EyeSight Wins “Good Design Gold Award 2015”		
<C> FHI establishes “Corporate Governance Guidelines”	Nov.	
<Au> Subaru “Impreza Sedan Concept” Makes World Debut at 2015 Los Angeles Auto Show		
<Au> Six Subaru Models Awarded IIHS’ Highest Standard of Safety “2016 TOP SAFETY PICK (TSP) +”	Dec.	
<Au> WRX’s Boxer “DIT” Engine Named to Ward’s “10 Best Engines” of 2016 for the Second Consecutive Year		
<Au> Impreza and Subaru XV Awarded Top JNCAP “ASV+” Rating in Preventive Safety Performance Assessment		

Corporate/Automobile Business Timeline	Date	Non-Corporate/Automotive Business Timeline
	2016	
<Au> Subaru Posts Record Sales in the U.S., Canada and Australia in 2015 —7th Consecutive Year of Record Sales in the U.S. —	Jan.	
<Au> Subaru Forester Awarded Top JNCAP “ASV+” Rating in Preventive Safety Performance Assessment		
<Au> Survey Reveals Subaru Vehicles Equipped with EyeSight Had 60% Fewer Accidents in Japan		
<Au> Subaru Starts CKD Production of the Forester in Malaysia	Feb.	<D> FHI Redesigns the Subaru EX Series General-Purpose Engines
<Au> Subaru’s AWD Vehicle Production Reaches 15 Million	Mar.	
<Au> FHI Unveils the “Subaru Global Platform” Subaru’s next-generation platform to achieve significant enhancement in overall vehicle performance		
<Au> Subaru to Debut All-New Impreza at 2016 New York International Auto Show		
<C> FHI and IBM Japan team up for advanced driver assist system	Apr.	<Ae> FHI Celebrates Completion of New Assembly Plant for Boeing 777X Center Wing Boxes
<Au> 50th Anniversary of Subaru Horizontally-Opposed “Boxer” Engine	May	
<Au> Discontinue the production of Camry at SIA		
<Au> Subaru WRX STI Scores Back-to-Back Class Win in the 2016 Nürburgring 24-Hour Race		

