SUBARU CORPORATION Fact Book 2017

Corporate Communications Dept.

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- * Industrial Products Company was integrated with Automotive Business with effect from October 1, 2016.
- * The company decided to cease production and sale of industrial products including general-purpose engines and generators with effect from September 30, 2017 (excluding certain engines for installation in vehicles).

Eco Technologies Company 36

* Eco Technology Company was discontinued in March 2013.

History (2008~2017)

Change of Company Name from Fuji Heavy Industries Ltd. to SUBARU CORPORATION 37

* Please see the SUBARU website for company history from 1917 to 2007.

(https://www.subaru.co.jp/en/outline/vision.html)

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

(as of March 31, 2017)

Name*	SUBARU CORPORATION					
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	[Automotive Business] The manufacture, repair and sales of passenger cars and their components.					
Ividiri Busilless	[Aerospace Company] The manufacture, repair and sales of airplanes aerospace-related machinery and their components.					
Share Information	Total number of shares to be issued: 1,500,000,000shares Total number of shares issued: 769,175,873shares Number of shareholders: 82,017shares					
Paid-in Capital	153,795 million yen					
Number of Employees (Excluding executive officers, advisors and dispatches)	14,708(32,599 on a consolidated basis)					

(* as of April 1,2017)

■ 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 among 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.

■ SUBARU Environmental Policies (Established in April 1998, Revised in April 2017)

(SUBARU Sustainability Principles)

"The earth, the sky and nature" are SUBARU's fields of business.

With the automotive and aerospace businesses as the pillars of SUBARU's operations, our fields of business are the earth, the sky and nature. Preservation of the ecosystem of our planet, the earth, the sky and nature, is of utmost importance to ensure the future sustainability of both society and our organization. We align our business strategy to enhance these global goals in all of our operations.

- 1. We develop and deliver products to meet societal needs and contribute to the environment through advanced technologies.
 - By striving to create advanced technologies that put the environment and safety first, we will develop and deliver products that can contribute to protecting the earth's environment.
- 2. We focus on efforts aimed at coexistence with nature.

Together with efforts to reduce carbon-dioxide emissions in all of our operations, we will promote active engagement with nature by stressing forest conservation.

3. We take on challenges as one through an all-SUBARU approach.

Utilizing our unique organizational character that allows us to oversee the entire supply chain, all of us together will take on the challenges of environmental protection of our planet through an all-SUBARU approach.

(Environmental Principles)

SUBARU's fields of business are the earth, the sky and nature. SUBARU understands that the health and preservation of biodiversity and controlling climate change are critical to ensuring a sustainable future for our planet earth, nature, communities and businesses.

[Products] We develop our products and conduct R&D in light of the lifecycle environmental impacts of our products.

[Purchasing] Our purchasing activities reflect consideration for biodiversity and other aspects of environmental protection.

[Production] We strive to minimize our environmental impact through improving energy efficiency and waste management.

[Logistics] We strive to minimize our environmental impact through enhancing energy efficiency and promoting pollution prevention.

[Sales] We endeavor to recycle resources efficiently and reduce waste.

[Management] We will strive to improve our sustainability program through contributions that meet societal needs and by publicizing our activities as Team SUBARU.

■ Corporate Symbol (Established in July 15, 2003)

To mark the company's 50th anniversary, we decided to replace the former corporate symbol (a design based on the Japanese character " 7," representing the first syllable in Fuji Heavy Industries) with the SUBARU six-star logo.

■ 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 mutsuraboshi. SUBARU is the first automobile manufacturer that used a Japanese word for a brand of automobiles.

■ Brand Statement

Confidence in Motion (Established in November 2010)

"Confidence in Motion" is our global 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.





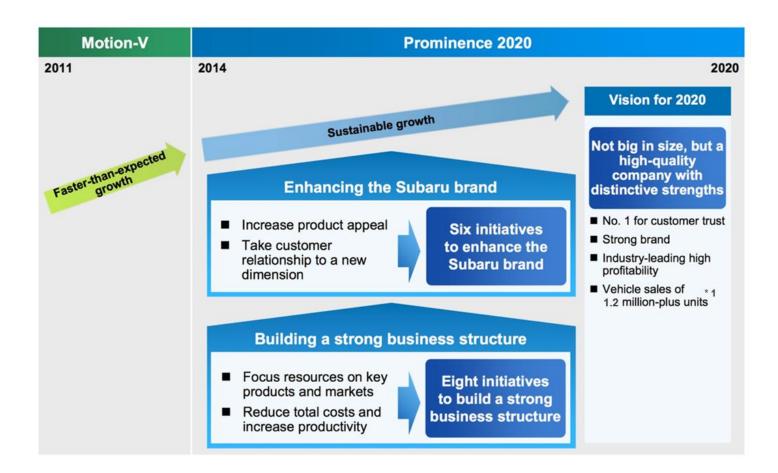
2 Mid-term Management Vision (Announced in May 2014, Updated in May 2016)

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.



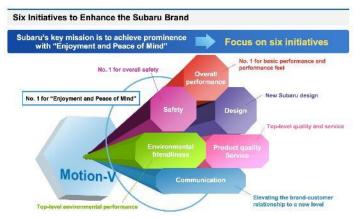
Change of company name to SUBARU CORPORATION

We changed our company name to SUBARU CORPORATION effective from April 1, 2017. The change in name declares our determination to thrive as a brand that delivers value under the slogan "From a company making things, to a company making people smile." By integrating the company name and the brand name, we will further accelerate the enhancement of the SUBARU brand that we are currently working on under the Prominence 2020 mid-term management vision, and grow SUBARU into an attractive global brand in the automobile and aerospace businesses.

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 x Solid" concept.
- (4) Environmental 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
- ©Communication: 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 1.1 million units according to necessity.
- (4)Total 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.
- Dindustrial products: The company decided to cease production and sale of industrial products including general-purpose engines and generators with effect from September 30, 2017 (excluding certain engines for installation in vehicles). *2
- ®Human 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 11

《FYE2015-2017 (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.

《FYE2017-2019 (3 years)》

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

	FYE2015-20	017 (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%)				

《FYE2017-20	119 (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%)

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 30-50%'3.
- *1. Revised May 2016
- *2. Revised November 2016
- *3. Revised May 2017

^{•(): %} change from the previous 3-years (2012-2014) period

^{·(): %} change from FYE2015-2017 period (as of May, 2016)

3 Board Directors / Executive Officers

Directors of the Board





Jun Kondo ◆Director of the Board, Chairman ♦ Chief Quality Officer, CHINA PROJECT OFFICE, AEROSPACE COMPANY



Yasuyuki Yoshinaga ◆Representative Director of the Board & President ♦ Chief Executive Officer



Takeshi Tachimori ◆Representative Director of the Board, Corporate Executive Vice President ♦ Chief Technical Officer, MARKETING DIV.



Masahiro Kasai ◆Director of the Board, Corporate Executive Vice President ♦MANUFACTURING DIV., PURCHASING DIV.



Toshiaki Okada ◆Director of the Board, Corporate Executive Vice President ♦ Chief Financial Officer, CORPORATE PLANNING DEPT., SECRETARIAL OFFICE, FINANCE & ACCOUNTING DEPT, HUMAN RESOURCES DEPT, SUBARU NEXT STORY PROMOTION OFFICE



Yoichi Kato ◆Director of the Board, Corporate Senior Vice President ♦EXTERNAL RELATIONS DEPT., CORPORATE ADMINISTRATION DIV.



Yoshinori Komamura ◆Outside Director



Shigehiro Aoyama ♦Outside Director

^{*} Name, ◆Title, ♦Areas of responsibility

Executive Officers, Auditors

(as of June 23, 2017)

Title	Name	Responsibilities of execution of operation
	Tomomi Nakamura	North American business (SOA, SIA, SCI, NASI)
Corporate Executive Vice Presidents	Kazuo Hosoya	JAPAN SALES & MARKETING DIV.
	Masaki Okawara	Chief Information Officer, IT STRATEGY DIV.
	Yasunobu Nogai	COST PLANNING & MANAGEMENT DIV., BUSINESS PLANNING DEPT.
	Satoshi Maeda	ENGINEERING DIV. 2
	Tetsuo Onuki	ENGINEERING DIV. 1, TECHNICAL RESEARCH CENTER
	Katsuyuki Mizuma	OVERSEAS SALES & MARKETING DIV. 2
Cornerate Caniar Vice Presidente	Hideaki Matsuki	GLOBAL MARKETING DIV.
Corporate Senior Vice Presidents	Hiromi Tsutsumi	CORPORATE COMMUNICATIONS DEPT, HUMAN RESOURCES DEPT.
	Shoichiro Tozuka	AEROSPACE COMPANY
	Toshiaki Tamegai	MANUFACTURING DIV.
	Takuji Dai	PRODUCT & PORTFOLIO PLANNING DIV.
	Fumiaki Hayata	CORPORATE PLANNING DEPT.
	Hiroki Kurihara	CUSTOMER SERVICE DIV., PARTS & ACCESSORIES DIV.
	Masayuki Uchida	ENGINEERING DIV. 1 , ENGINEERING DIV. 2
	Atsushi Osaki	QUALITY ASSURANCE DIV.
	Tatsuro Kobayashi	PURCHASING DIV.
Corporate Vice Presidents	Katsuo Saito	CORPORATE ADMINISTRATION DIV.
	Yasuhiro Hamanaka	AEROSPACE COMPANY
	Eiji Ogino	President of Subaru of Indiana Automotive, Inc.
	Yasushi Nagae	OVERSEAS SALES & MARKETING DIV. 2, CHINA PROJECT OFFICE.
	Jinya Shoji	GLOBAL MARKETING DIV.
Standing Corporate Auditors	Akira Mabuchi	
Joianumy Corporate Auditors	Shuzo Haimoto	
Corporate Auditore	Shinichi Mita	
Corporate Auditors	Yasuyuki Abe	

GLOBAL MARKETING DIV. **ENGINEERING DIV. 1** ADVANCED ENGINEERING DEPT. JAPAN SALES & MARKETING DIV. DESIGN QUALITY CONTROL DEPT. 1ST SALES DEPT. ENGINEERING ADMINISTRATION DEPT. Corporate Information 2ND SALES DEPT. COMPLIANCE & CERTIFICATION DEPT. SALES PROMOTION DEPT. ENVIRONMENT & SAFETY POLICY PLANNING DEPT. 4 Organization BODY DESIGN DEPT. CORPORATE CUSTOMERS SALES DEPT. EXTERIOR DESIGN DEPT. SALES PLANNING DEPT (as of June 1, 2017) CHASSIS DESIGN DEPT. SALES INFRASTRUCTURE PROMOTION & DISTRIBUTION DEPT. INTERIOR & ELECTRONIC DESIGN DEPT. COUNCIL ELECTRONIC PLATFORM DESIGN DEPT. MARKETING PLANNING DEPT. ELECTRONIC PRODUCT DESIGN DEPT. **OVERSEAS SALES & MARKETING DIV. 1** CORPORATE PLANNING DEPT. ADVANCED SAFETY DESIGN DEPT. NORTH AMERICA SALES & MARKETING DEPT. BUSINESS PLANNING DEPT. CAE DEPT. NORTH AMERICA BUSINESS PLANNING DEPT. TOTAL VEHICLE PERFORMANCE INTEGRATION DEPT. SECRETARIAL OFFICE 1ST VEHICLE RESEARCH & EXPERIMENT DEPT. BOARD OF FINANCE & ACCOUNTING DEPT. OVERSEAS SALES & MARKETING DIV. 2 DIRECTORS 2ND VEHICLE RESEARCH & EXPERIMENT DEPT. CORPORATE SALES & MARKETING DEPT 1 3RD VEHICLE RESEARCH & EXPERIMENT DEPT. COMMUNICATIONS DEPT. 4TH VEHICLE RESEARCH & EXPERIMENT DEPT. EXTERNAL RELATIONS DEPT. SALES & MARKETING DEPT.2 SUBARU TEST & DEVELOPMENT CENTER HUMAN RESOURCES DEPT. MATERIAL RESEARCH DEPT. ASIA CKD BUSINESS DEPT. PROTOTYPE DEPT CORPORATE ADMINISTRATION DIV. OVERSEAS BUSINESS PLANNING DEPT. **ENGINEERING DIV. 2** OVERSEAS DISTRIBUTION & ADMINISTRATION GENERAL ENGINE DESIGN DEPT. ADMINISTRATION DEPT. TRANSMISSION DESIGN DEPT. CUSTOMER SERVICE DIV. CSR & ENVIRONMENT DEPT. 1ST POWERUNIT RESEARCH & EXPERIMENT DEPT. SERVICE PLANNING DEPT -AFFILIATED COMPANIES DEPT. 2ND POWERUNIT RESEARCH & EXPERIMENT DEPT. SERVICE SUPPORT DEPT. LEGAL DEPT. 3RD POWERUNIT RESEARCH & EXPERIMENT DEPT. TECHNICAL SERVICE DEPT. POWERUNIT EVALUATION & EXPERIMENT DEPT. INTELLECTUAL PROPERTY DEPT ELECTRONICS ENGINEERING DEPT. DOMESTIC SERVICE DEPT. INTERNAL AUDIT DEPT. ELECTRIFIED POWER UNIT DESIGN DEPT. OVERSEAS SERVICE DEPT. ELECTRIFIED POWER UNIT RESEARCH & SUBARU ACADEMY EXPERIMENT DEPT IT STRATEGY DIV. CUSTOMER RELATIONS DEPT **BUSINESS PROCESS &** MANUFACTURING DIV. PRODUCTION MANAGEMENT DEPT. PARTS & ACCESSORIES DIV. MANAGEMENT DEPT. **GUNMA PLANT** CONNECT BUSINESS DEPT. PARTS SALES PLANNING DEPT. GENERAL ADMINISTRATION DEPT. ACCESSORIES PLANNING DEPT. PRODUCTION PLANNING & MANAGEMENT CHINA PROJECT OFFICE PARTS DISTRIBUTION CENTER DOMESTIC PARTS SALES DEPT. MANUFACTURING COST MANAGEMENT DEPT OVERSEAS PARTS SALES DEPT. MANUFACTURING ENGINEERING MANAGEMENT DEPT SUPPLY CHAIN MANUFACTURING ENGINEERING COST PLANNING & MANAGEMENT DIV. 1ST MANUFACTURING ENGINEERING DEPT. AUTOMOTIVE COST IMPROVEMENT DEPT. BUSINESS 2ND MANUFACTURING ENGINEERING DEPT. COST PLANNING DEPT UNIT 1ST COST DEVELOPMENT DEPT. 3RD MANUFACTURING ENGINEERING DEPT. 2ND COST DEVELOPMENT DEPT. MACHINE AND TOOL DEPT. MANUFACTURING QUALITY CONTROL DEPT. PRODUCT & PORTFOLIO PLANNING DIV. 1ST PRODUCTION DEPT. DESIGN DEPT. 2ND PRODUCTION DEPT. 3RD PRODUCTION DEPT. ADVANCED PRODUCT PLANNING DEPT PURCHASING DIV SUPPLIER QUALITY IMPROVEMENT PROMOTION DEPT SUPPLIER MANAGEMENT DEPT. GLOBAL PROCUREMENT DEPT. PURCHASING PLANNING DEPT 1ST PURCHASING DEPT. STRATEGY AND PLANNING DEPT 2ND PURCHASING DEPT. 3RD PURCHASING DEPT. GENERAL ADMINISTRATION DEPT 4TH PURCHASING DEPT. INFORMATION SYSTEM DEPT 5TH PURCHASING DEPT. OMS PROMOTION OFFICE QUALITY ASSURANCE DIV. MARKETING & SALES DEFENSE PROGRAMS DEPT QUALITY ASSURANCE ADMINISTRATION DEPT. MARKETING & SALES COMMERCIAL PROGRAMS DEPT. QUALITY PLANNING & MANAGEMENT DEPT. NEW UTILITY HELICOPTER PROGRAM OFFICE CUSTOMER QUALITY DEPT. PRODUCTION PLANNING DEPT QUALITY ASSURANCE DEPT MATERIAL DEPT TECHNICAL RESEARCH CENTER AEROSPACE MANUFACTURING ENGINEERING DEPT. COMPANY SUBARU NEXT STORY PROMOTION OFFICE PRODUCTION DEPT INDUSTRIAL PRODUCTS DIV. QUALITY ASSURANCE DEPT STRATEGY AND PLANNING DEPT. -ENGINEERING & DEVELOPMENT CENTER MARKETING DEPT. 1ST SALES DEPT. ENGINEERING RESEARCH & LABORATORIES DEPT. 2ND SALES DEPT. SYSTEM DESIGN DEPT. POWER TRAIN SALES DEPT. FIXED WING AIRCRAFT DESIGN DEPT. CUSTOMER SERVICE DEPT. UNMANNED AIRCRAFT SYSTEM DESIGN DEPT. PURCHASING DEPT ENGINEERING DEPT ROTORCRAFT DESIGN DEPT. QUALITY ASSURANCE DEPT. NEW UTILITY HELICOPTER ENGINEERING DEPT. MANUFACTURING DEPT. - KISARAZU MAINTENANCE DEPT.

5 Domestic Facilities

(as of March 31, 2017)

					(as of March 31, 2017)			
Name			Address	Land Area (Thousand m)	Building Area (Thousand m³)	Number of Employees (Person)	Main Products	
			Ebisu Subaru Bldg. 1-20-8, Ebisu, Shibuya-ku, Tokyo 150-8554 TEL: +81-3-6447-8000	4	14	563	-	
Head Office		Training Facility J 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	573 [14]	161	129	-	
	Tokyo Of	fice	3-9-6, Osawa, Mitaka-shi, Tokyo 181-8577 TEL: +81-422-33-7000	158	69	1,590		
Automotive Business		Gunma Main Plant	1-1, Subaru-cho, Ota-shi, Gunma 373-8555 TEL: +81-276-26-2011	585 [12]	330	4,276	LEVORG, IMPREZA, SUBARU XV, WRX and SUBARU BRZ	
		Gunma Yajima Plant	1-1, Shoya-cho, Ota-shi, Gunma 373-0822 TEL: +81-276-48-2701	550	257	2,993	LEGACY, OUTBACK, IMPREZA, SUBARU XV,FORESTER and CROSSOVER 7	
	Gunma Plant	Gunma Oizumi Plant	1-1-1, Izumi, Oizumi-machi, Oura-gun, Gunma 370-0531 TEL: +81-276-48-2881	304	229	2,505	Automobile engines and transmissions	
		Gunma Ota North Plant	27-1, Kanayama-cho, Ota-shi, Gunma 373-0027	44	26	0	-	
		SUBARU R&E Center (Sano)	Sano-shi, Tochigi	1,081	25	170	-	
		SUBARU R&E Center (Bifuka)	Bifuka-cho, Nakagawa-gun, Hokkaido	3,614	0	0	-	
	Saitama	Plant	4-410, Asahi, Kitamoto-shi, Saitama 364-8511 TEL: +81-48-593-7755	143	92	334	General-purpose generators	
	Utsunom	iya Plant	1-1-11, Yonan, Utsunomiya-shi, Tochigi 320-8564 TEL: +81-28-684-7777	567	223	1,790	Aircraft	
Aerospace Company	Handa Pl	lant	1-27, Shiohi-cho, Handa-shi, Aichi 475-0032 TEL: +81-569-29-4801	59	29	273	Aircraft	
	Handa W	est Plant	102, Kamihama-cho, Handa-shi, Aichi 475-0804 TEL: +81-569-32-2501	42	14	44	Aircraft	
Subtotal ①				7,734	1,482	14,708	-	
	1		I	1	I	1		
Other		of airport	Ota-shi and Oizumi-machi, Gunma	767	0			
	Welfare f	iya airstrip acility	Utsunomiya-shi, Tochigi	111 219	99			
	Lease to		Handa-shi, Aichi	45	7			
		usiness office	Isesaki-shi, Gunma	184	64			
	Eco Utsunomiya factory		Utsunomiya-shi, Tochigi	12				
Subtotal ②				1,338	172			
Total ①+②				9,072	1,654]		

 ^{[]:} area of tenancy
 Welfare facility includes 37 sites of dormitories and company houses.
 Number of employees excludes executive officers, advisors and dispatches.
 Utsunomiya factory is the former Eco Technologies Company.

6 Main Affiliates

Domestic

(as of July 1, 2017) (Number of Employees: as of March 31, 2017)

Domestic								of Employees: as of March 31, 2017)
Name Official Site URL	Established	Address	Represen- tative	Capital (Millions of yen)	Equity Interest (%)	Number of Employees (Person)	FYE2017 Net sales (Millions of yen)	Operations
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	423	37,919	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	219	18,679	Manufacture and sales of forging parts of automobile and industrial machinery
KIRYU INDUSTRY Co., Ltd. http://www.kiryu-kougyo.co.jp/	1960.12.23	2-704, Aioi-cho, Kiryu-shi, Gunma 376-0011 TEL: +81-277-53-1111	Yukio Nakano	400	100.0	219	10,425	Manufacture of custom-build car, SUBARU engine and repair parts of plate; regeneration of transmission
Subaru Tecnica International Inc. https://www.sti.jp/	1988.4.2	3-9-6, Osawa, Mitaka-shi, Tokyo 181-0015 TEL: +81-422-33-7848	Yoshio Hirakawa	250	100.0	94	4,147	Manage of motorsport activities, sales of sport parts and goods, technical development, contracted R&E, automobile service
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	Masahiro Maeda	100	100.0	20	3,112	Tack-related operation of used cars, head office of SUAA Kanto, sales of supplies
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	57	14,352	Sales, research & development, licensing of technology and import-export business of automobile accessories, parts and service materials
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	Tamaki Kamogawa	96	100.0	330	21,999	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	9	1,181	Storing and shipping of automobile for international sales
Subaru Finance Co., Ltd. http://www.subaru-finance.co.jp/	1988.7.1	1-19-15,Ebisu,Shibuya- ku,Tokyo 150-0013 TEL: +81-03-3445-2111	Mitsuru Takahashi	2,000	100.0	217	18,832	Leasing and rental of SUBARU automobile, credit, financing and sales of auto insurance
SUBARU TECHNO CORPORATION http://www.subaru-tec.co.jp/	1985.3.2	3-9-6, Osawa, Mitaka-shi, Tokyo 181-0015 TEL: +81-422-33-7596	Tatsuhiko Mukawa	70	100.0	803	7,232	Design, plan, research, experiment, examination and compile technical material of automobile, aircraft, general purpose engine and environmental tool
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	48	2,195	Produce service manuals, owners manuals and all sort of technical information.
Yusoki Kogyo K. K. http://www.yusoki.co.jp/	1950.7.15	102, Kamihama-cho, Handa- shi, Aichi 475-8668 TEL: +81-569-21-3311	Eiji Tanikawa	100	100.0	139	2,176	Manufacture and sales of aircraft parts
Fuji Aircraft Maintenance Co., Ltd.	1988.10.31	1-24, Kanda-Sudacho, Chiyoda-ku, Tokyo 101-0041 TEL: +81-3-3257-1533	Takayuki Kobayashi	30	100.0	184	1,386	Inspection, service and maintenance of aircraft and onboard equipment
Fuji Aerospace Corporation. http://www.fhi-fas.co.jp/	1991.6.14	1-1-11, Yonan, Utsunomiya- shi, Tochigi 320-8564 TEL: +81-28-645-9509	Eishi Umehara	30	100.0	129	1,260	Processing and assembly of aircraft parts
Fuji Aerospace Technology Co., Ltd. http://www.fatec.jp/	1994.4.1	1-1-11, Yonan, Utsunomiya- shi, Tochigi 320-8564 TEL: +81-28-659-7436	Hiroshi Wakai	20	100.0	96	2,825	Contract design, drafting, translation, calculation, analytical testing and software development for aircraft and space vehicle equipment
Fuji Industrial Products Sales Co., Ltd	2006.2.13	4-410, Asahi, Kitamoto-shi, Saitama 364-8511 TEL: +81-48-593-7955	Akio Iwashita	298	100.0	19	4,882	Sales of small general purpose engines
Fuji Heavy Industries House Co., Ltd. http://www.fhc-house.co.jp/	1999.9.1	100 Suehiro-cho, Isesaki-shi, Gunma 372-0057 TEL: +81-270-26-5121	Kazuo Terauchi	200	87.2	37	2,270	Rental/lease/sales of temporary house, transport and set up of temporary house, deal of used house
Industrial Products Co., Ltd.	1987.4.1	2-19, Akahori, Okegawa-shi, Saitama 363-0002 TEL: +81-48-728-7088	Kazuto Shimada	20	100.0	60	1,041	Customer support for small general- purpose engines and associated parts, including quality assurance and spare part sales
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	Yasuo Kosakai	675	100.0	64	6,231	Deal/rental of real estate, administrative operation of rental hall and conference room, administrative operation/rental of parking ground, travel agency
SUBARU IT CREATIONS CORPORATION http://www.subaru-it-creations.co.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	227	13,153	Development, maintenance and operation of information systems and related consulting services; sales and leasing of information equipment
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	Masami Iida	20	100.0	321	16,165	Sales of office supplies and commodities, deal/rental/mediation/management of real estate, surrogate of personal import

^{*} See p. 30 for a list of domestic sales agents.

Overseas (as of July 1, 2017)
(Number of Employees: as of March 31, 2017)

Invest-

Number of

Represen-Established Name Address Employees Operations ment ratio (%) (Person) Sales of SUBARU vehicles Subaru Plaza, 2235 Route 70 Tomomi Subaru of America, Inc. 1990.9 100 1.161 and supplies West Cherry Hill, NJ 08002, U.S.A. Nakamura Manufacture of SUBARU 5500 State Road 38 East, Lafayette, Eiji vehicles, purchasing of parts, Subaru of Indiana Automotive, Inc. 1987.3 100 5,447 IN 47905, U.S.A. Oaino sales for Subaru of America. Inc. Technical research on C/O Subaru of America, Inc. Shinichiro SUBARU vehicles in North North American Subaru, Inc. 1985.9 Subaru Plaza, 2235 Route 70 100 71 Sumi American market. West Cherry Hill, NJ 08002, U.S.A. government relations 3995 Research Park Drive, Ann Arbor, MI 48108, U.S.A. 6431 Global Drive Cypress, CA 90630, North U.S.A. America 14382 Chambers Road, Tustin, CA Compiling of technical 92780, U.S.A. information about automobile market of North Subaru Research & Development, 46718 Fremont Blvd, Fremont, CA Tetsuo 1986.6 100 Inc. Onuki America, research and 94538, U.S.A. development of SUBARU C/O Subaru of Indiana Automotive, Inc. vehicles 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 560 Suffolk Court Mississauga, Sales of SUBARU vehicles Yasuyuki Subaru Canada, Inc. 1989.10 100 141 Ontario. Enami and supplies L5R 4J7, Canada Leuvensesteenweg 555 B/8,1930 Masamichi Sales of SUBARU vehicles Subaru Europe N.V./S.A. 2002 3 100 46 Zaventem, Belgium Kudo and supplies Largo Negrelli, 1, ALA (TN) I-38061, Sales of SUBARU vehicles Takashi Subaru Italia S.p.A. 1985.7 100 Yamada and supplies Italy Leuvensesteenweg 555 B/1,1930 Masamichi Sales of SUBARU vehicles Europe 100 N.V. Subaru Benelux 1974.3 42

Kudo

Shunsuke

Sawada

Yasushi

Nagae

Hisato

Imamura

Atsushi

Narikawa

50

60

100

100

Zaventem, Belgium

Netherlands

100004, China

100004,China

2001.5

2006.3

2013.6

1995.2

Merseyweg 40, 3197 KG Botlek,

Beijing landmark Towers office

Road, Chaoyang District, Beijing

Beijing Landmark Towers Office

Road, Chaoyang District, Beijing

24 Raffles Place, #26-06B Clifford

Centre, Singapore 048621

Building 2-1501, 8 North Dongsanhuan

Building 1-802, 8 North Dongsanhuan

Consolidated subsidiaries 75 companies

Subaru Vehicle Distribution B.V.

Subaru Technology Beijing. Co., Ltd.

Subaru of China Ltd.

Asia

Equity method affiliates 2 companies

SUBARU ASIA PTE.LTD.

and supplies

PDI operation

and supplies

213

Contract of discharging and

dealers in Middle Europe,

Sales of SUBARU vehicles

QC, authentication, research

Launch of SUBARU vehicle

production in Asia, and sales

of industrial products and

parts for Southeast Asia

and development of

SUBARU vehicles in

Chinese market

transporting inland for

7 Employees

Non-Consolidated Number of Employees

	Number	of employees	(Person)	Average age	Average years of employment	
	Male	Female	Total	(Age)	(Years)	
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	
End of March 2017	14,229	988	15,217	38.3	15.7	

Excluding executives and counsels, and including dispatches.

Labor Union

The Fuji Heavy Industries Workers' Union, an enterprise-based union, had 14,503 members at the end of June, 2017.

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)

				FYE2013	FYE2014			FYE2015				
	U	Н	0	Total	U	Н	0	Total	C	Н	0	Total
Office staff	23	5	6	34	25	4	3	32	28	5	5	38
	(2)	(5)	(5)	(12)	(2)	(4)	(3)	(9)	(3)	(5)	(3)	(11)
Engineers	97	30	15	142	134	27	20	181	137	28	23	188
	(1)	(4)	(0)	(5)	(5)	(1)	(2)	(8)	(8)	(1)	(0)	(9)
Manufacturing staff	_	5 (1)	277 (22)	282 (23)	_	_	235 (13)	235 (13)	_	_	241 (21)	241 (21)
Total	120	40	298	458	159	31	258	448	165	33	269	467
	(3)	(10)	(27)	(40)	(7)	(5)	(18)	(30)	(11)	(6)	(24)	(41)

				FYE2016	FYE2017			FYE2018				
	U	Н	0	Total	U	Н	0	Total	U	Н	0	Total
Office staff	30 (4)	3 (3)	20 (3)	53 (10)	25 (8)	3 (3)	11 (4)	39 (15)	32 (9)	_	13 (7)	45 (16)
Engineers	167 (8)	38 (0)	6 (1)	211 (9)	176 (20)	39 (1)	24 (1)	239 (22)	184 (16)	38 (0)	40 (3)	262 (19)
Manufacturing staff	_	_	255 (17)	255 (17)	_	_	270 (32)	270 (32)	_	_	267 (45)	267 (45)
Total	197 (12)	41 (3)	281 (21)	519 (36)	201 (28)	42 (4)	305 (37)	548 (69)	216 (25)	38 (0)	320 (55)	574 (80)

Hiring of Mid-Career Employees

Person/(Female)

		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
	Office staff	4 (0)	8 (1)	7 (5)	18(0)	7(4)	17(9)
	Engineers	29 (0)	52 (0)	114 (3)	204(8)	82(5)	138(5)
Regular employment	Manufacturing staff	86 (0)	375 (4)	133 (0)	339(2)	119(4)	114(4)
	Total	119 (0)	435 (5)	254 (8)	561(10)	208(13)	269(18)
	Office staff	22 (0)	10 (0)	1	3(0)	10(5)	20(3)
Non regular	Engineers	14 (0)	16 (0)	11 (0)	13(0)	42(5)	92(1)
Non-regular employment	Manufacturing staff	55 (0)	31 (0)	46 (0)	27(0)	30(0)	39(1)
	Total	91 (0)	57 (0)	57 (0)	43(0)	82(10)	151(5)

^{*} Name changing to the SUBARU WORKERS' UNION with effect from October 1, 2017

8 Facilities

Training Center (as of July 1, 2017)

Target	Name	Facility	Program
Employees of SUBARU 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 dealers="" employees="" of="" special=""> Management and sales training Control of service and component training Service skills training <for employees="" of="" subaru=""> Qualification-specific training Professional training (position-specific) Global development training, etc.</for></for>

Employee Welfare Facilities

(as of July 1, 2017)

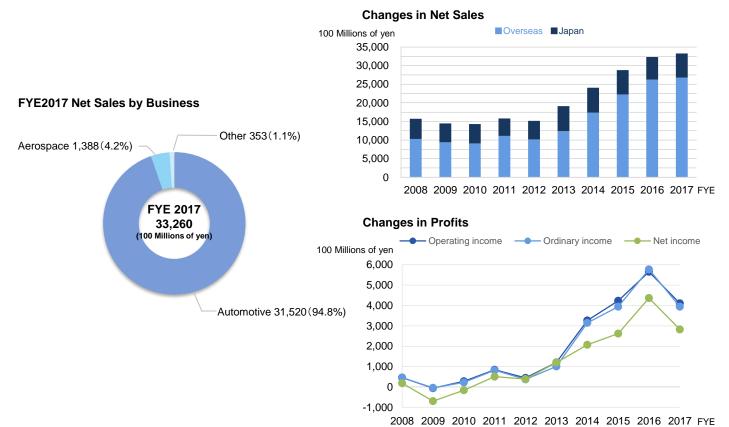
	Head Office	Tokyo (office)	Gunma(plant)	Saitama(plant)	Utsunomiya(plant)	Total
Company housing (houses)	287		201	30	152	670
Bachelor dormitory (rooms)	347		2,622	45	542	3,556
Sports facility	Tennis court	Gymnasium Tennis court	Gymnasium Playing field Swimming pool (heated) Tennis court Indoor field for 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

^{*1} Ota Memorial Hospital: 28 departments, 400 beds

1 Consolidated Sales and Profits

(100 Millions of yen)

			FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Net sale	es		15,723	14,458	14,287	15,806	15,171	19,130	24,081	28,779	32,323	33,260
		Japan	5,440	5,075	5,208	4,673	4,985	6,718	6,721	6,529	6,054	6,503
		Overseas	10,284	9,383	9,079	11,132	10,186	12,411	17,361	22,250	26,269	26,756
		Automotive	14,212	13,163	12,945	14,522	13,891	17,794	22,466	26,990	30,394	31,520
	Ву	Aerospace	997	809	932	828	803	891	1,244	1,428	1,528	1,388
	business	Industrial products	407	349	239	301	336	301	298	290	326	-
		Other	108	137	171	155	142	147	73	71	75	353
Operation	ng income rati	0	457	-58	274	841	440	1,204	3,265	4,230	5,656	4,108
		Profit margin(%)	2.9	-	1.9	5.3	2.9	6.3	13.6	14.7	17.5	12.4
		Automotive	371	-92	217	804	394	1,110	3,090	4,009	5,436	3,977
		Aerospace	44	16	48	23	29	68	141	189	182	91
	Ву	Industrial products	7	-16	-24	-1	5	6	6	8	1	
	business	Other	25	31	26	15	10	16	21	19	29	35
		Corporate and elimination	9	3	7	1	2	4	6	6	8	5
Ordinar	y income ratio		454	-46	224	822	373	1,006	3,144	3,936	5,770	3,943
		Profit margin(%)	2.9	-	1.6	5.2	2.5	5.3	13.1	13.7	17.9	11.9
Net inco	ome ratio		185	-699	-165	503	385	1,196	2,066	2,619	4,367	2,824
		Profit margin(%)	1.2	-	-	3.2	2.5	6.3	8.6	9.1	13.5	8.5
Exchan	ge rates	JPY/US\$	116/US\$	102/US\$	93/US\$	86/US\$	79/US\$	82/US\$	100/US\$	108/US\$	121/US\$	108/US\$
		JPY/EUR	161/EUR	147/EUR	132/EUR	114/EUR	108/EUR	106/EUR	133/EUR	140/EUR	133/EUR	119/EUR
Capital	Expenditures		563	580	561	431	543	702	685	1,107	1,357	1,585
Deprec	iation and amo	ortization	655	651	571	498	537	559	549	648	650	770
R&D ex	penses		520	428	372	429	481	491	601	835	1,024	1,142
Outstar	nding interest-l	pearing liabilities	3,045	3,817	3,676	3,306	3,410	3,072	2,697	2,112	1,700	1,483



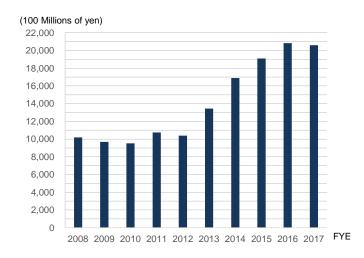
2 Non-Consolidated Sales and Profits

1	'ΝΛίΙ	lions	Λf	ven
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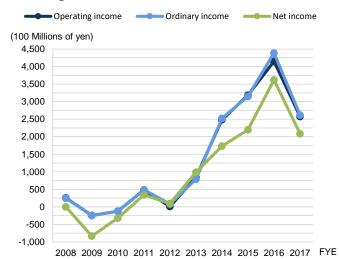
		FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Net sales		1,018,820	969,209	952,136	1,075,923	1,038,917	1,344,110	1,689,639	1,910,677	2,083,464	2,059,285
Operating inc	ome	25,830	△ 24,546	△ 12,522	48,160	1,051	83,760	248,428	318,390	414,755	257,510
Ordinary inco	me	24,847	△ 24,840	△ 12,617	48,732	8,073	78,566	252,323	314,819	438,639	261,664
Net income		△ 58	△ 83,404	△ 32,315	33,877	9,277	98,648	173,111	219,684	361,941	208,252
	1/2	4.5	4.5	0.0	4.5	4.5	5.0	20.0	31.0	72.0	72.0
Dividend per stock (¥)	2/2	4.5	0.0	0.0	4.5	4.5	10.0	33.0	37.0	72.0	72.0
(1)	Full	9.0	4.5	0.0	9.0	9.0	15.0	*53.0	68.0	144.0	144.0

^{*} Including ¥5.0 of commemorative dividend.

Changes in Net Sales



Changes in Profits



1 Production

Production (Units)

											()
		FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
	Mini vehicle*	132,833	111,571	96,012	77,005	63,665	_	_	_	_	_
Domestic	Passenger car	356,837	362,395	356,734	381,783	404,340	583,078	649,911	707,669	714,879	720,519
	Sub total	489,670	473,966	452,746	458,788	468,005	583,078	649,911	707,669	714,879	720,519
Overseas	U.S. (SIA)	109,178	91,581	104,346	164,773	170,629	181,184	163,511	206,681	235,979	335,237
Total		598,848	565,547	557,092	623,561	638,634	764,262	813,422	914,350	950,858	1,055,756

^{*} Mini vehicle include vehicles with over 660cc engine for export.

		FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Overseas	Malaysia	_	_	-	_	_	1,266	6,354	4,277	3,933	10,299

^{*} Production of Malaysia is not included in our overseas production.

Total Domestic Production

(as of March 31, 2017) (Units)

Total Overs Production	eas (as of Mare	ch 31, 2017) (Units)
	Legacy	1,153,080
	Outback	1,910,706
Passenger	Impreza	43,828
car	Baja	33,001
	Tribeca	113,868
	Total	3,254,483

Total Overseas

					(010)
	Justy	428,266		Subaru 360 *4	392,016
	Domingo	R-2	289,555		
	Subaru 1000	80,327		Rex	1,902,811
	FF-1	156,341		Vivio	747,045
	Leone	3,790,380	Mini	Stella	204,935
	Legacy	2,586,128	vehicle*3	R2	134,005
	Exiga	66,498		R1	15,081
Passenger car	Impreza (include SAAB*1)	3,251,628		Pleo	586,676
	Forester	3,275,255		Sambar	3,695,677
	Alcyone	98,918		Sub total	7,967,801
	Alcyone SVX	24,379		•	
	SUBARU BRZ•86 (for TOYOTA)	254,918			
	WRX/STI*2	158,579			
	Levorg	105,641			
	Sub total	14,455,575			
Total			,		22,423,376

Domestic AWD Production

(Units)

	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Mini vehicle*	57,189	51,430	48,040	42,860	49,206	_	_	_	-	_
Passenger car	335,014	341,715	340,042	368,266	383,210	478,409	578,541	661,108	676,462	674,798
Total	392,203	393,145	388,082	411,126	432,416	478,409	578,541	661,108	676,462	674,798

^{*} Mini vehicle include vehicles with over 660cc engine for export.

Domestic Engine Production

(Units)

										(00)
	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Mini vehicle	132,967	111,711	96,007	77,445	62,504	1	1	_	_	_
Passenger car	392,345	377,098	377,600	412,682	434,924	606,172	671,844	736,007	751,588	775,950
Total	525,312	488,809	473,607	490,127	497,428	606,172	671,844	736,007	751,588	775,950

^{* 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)

Domestic Transmission Production

■CVT Production

(Units)

										(0:0)
	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Mini vehicle	83,441	127,879	183,542	74,016	2,365		_	_	_	_
Passenger car	0	2,186	150,650	202,510	281,914	485,844	675,149	823,304	860,693	975,439
Total	83,441	130,065	334,192	276,526	284,279	485,844	675,149	823,304	860,693	975,439

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

■AT Production (Units)

										()
	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Passenger car	346,353	329,017	240,652	252,465	207,724	101,323	15,887	870	_	_

■ MT Production										(Units)
	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Mini vehicle*	48,243	43,976	40,895	36,129	45,968	_	_	_	_	_
Passenger car	126,897	108,142	83,940	94,102	90,445	88,333	69,902	73,589	74,350	78,383
Total	175,140	152,118	124,835	130,231	136,413	88,333	69,902	73,589	74,350	78,383

^{*} 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 2042	January 2013	August 2042	May 2014 (Main plant)	October 2014	Spring 2016	Spring 2017	FYE2019
	March 2012	August 2012	January 2013	August 2013	February 2014 (SIA)	October 2014	Spring 2016	Spring 2017	(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	431,000	483,000
SIA	170,000	170,000	170,000	170,000	200,000	200,000	218,000	424,000	436,000
Total	692,000	742,000	757,000	772,000	822,000	829,000	854,000	1,068,000	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, Yajima 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)

2 Sales

Sales Volume (consolidated/fiscal year)

(Units)

		FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
	Mini vehicle	130,635	108,694	96,175	89,971	92,189	50,372	55,454	34,876	33,702	32,542
Japan	Passenger car	78,055	70,095	75,097	68,134	80,153	112,750	126,147	127,876	111,586	126,393
	Sub total	208,690	178,789	171,272	158,105	172,342	163,122	181,601	162,752	145,288	158,935
	U.S.*	192,760	188,240	227,028	278,959	280,356	357,569	441,799	527,630	582,674	667,613
	Canada	17,587	18,873	22,828	28,059	28,239	32,644	36,013	42,439	47,579	53,061
	Europe	63,373	56,764	37,340	48,244	39,075	46,382	31,756	35,730	41,778	40,915
Oversess	Russia	22,622	20,711	1,563	11,320	15,860	14,719	15,314	11,559	5,723	5,338
Overseas	Australia	40,210	36,716	34,992	41,150	36,928	38,120	39,515	38,889	44,611	49,106
	China	12,621	26,184	48,938	62,412	48,323	50,185	44,807	53,821	44,388	44,000
	Other	38,802	29,056	18,876	28,715	18,739	21,725	34,293	37,875	45,824	45,574
	Sub total	387,975	376,544	391,565	498,859	467,520	561,344	643,497	747,943	812,577	905,607
Total		596,665	555,333	562,837	656,964	639,862	724,466	825,098	910,695	957,865	1,064,542

^{*} U.S. includes Hawaii.

		tan/oaichdar year) (eili										
Country/Reg	jion	Model	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
		Mini vehicle	140,990	121,693	97,996	97,558	84,895	69,645	54,849	42,991	38,268	33,79
		LEGACY	38,265	26,356	28,260	27,420	22,366	26,008	20,880	3,386	3,802	2,67
		OUTBACK		·			·			9,022	11,705	9,27
		IMPREZA	34,013	24,737	21,712	24,074	17,301	48,300	55,455	23,847	28,035	27,25
Japan		XV	2 1,2 1 2	_ ,,	,	,	,	,		21,136	15,989	15,172
		FORESTER	12,550	23,143	12,939	14,098	14,514	12,472	35,166	25,921	20,459	28,544
		LEVORG	_	_	_	_	_	_	_	-	29,483	24,184
		Other	0	10,814	12,580	13,548	19,621	21,290	14,468	43,250	14,512	14,884
		Sub total	225,818	206,743	173,487	176,698	158,697	177,715	180,818	169,553	162,253	155,779
		LEGACY	78,428	66,878	86,330	121 072	146 906	164 690	160 240	52,270	60,447	65,306
		OUTBACK	70,420	66,676	66,330	131,873	146,806	164,680	160,340	138,790	152,294	182,898
		IMPREZA	46,333	49,098	40.014	44.205	44.400	89,195	130,567	57,996	66,785	55,238
	U.S.	CROSSTREK	40,333	49,096	46,611	44,395	41,196	69,195	130,307	70,956	88,927	95,677
		FORESTER	44,530	60,748	77,781	85,080	76,196	76,347	123,591	159,953	175,192	178,593
		Other	17,917	10,975	5,930	2,472	2,791	6,219	10,185	33,728	39,030	37,420
		Sub total	187,208	187,699	216,652	263,820	266,989	336,441	424,683	513,693	582,675	615,132
		LEGACY								2,924	3,258	3,001
		OUTBACK	4,919	4,089	4,682	9,670	10,187	9,736	8,142	8,688	9,992	11,255
		IMPREZA								7,515	8,319	7,456
	Canada	CROSSTREK	7,480	8,555	9,126	8,658	7,664	13,217	16,026	6,922	8,422	9,723
	Canada	FORESTER	3,303	6,322	8,638	8,941	8,673	7,156	11,239	12,302	12,706	13,798
		Other	802	926	588	536	460	894	1,353	3,684	3,912	4,957
		Sub total	16,504	19,892	23,034	27,805	26,984	31,003	36,760	42,035	46,609	50,190
		LEGACY/OUTBACK	13,149	14,889	12,313	16,246	11,796		8,070	6,446	11,317	8,537
		IMPREZA/XV	15,732	12,881	10,853	10,144	7,673	18,030	14,731	12,685	10,682	12,020
	F	FORESTER					14,880				15,328	
	Europe		15,948	18,534	16,922	17,978		13,214	15,189	14,464		13,679
		Other	7,694	9,161	7,288	4,517	3,902	2,464	2,242	2,483	4,303	6,384
		Sub total	52,523	55,465	47,376	48,885	38,251	42,901	40,232	36,078	41,630	40,620
		LEGACY/OUTBACK	3,979	3,349	1,211	1,963	3,143		1,890	2,127	666	1,208
		IMPREZA/XV	3,463	6,317	3,152	2,005	1,628	4,235	4,187	4,513	1,278	487
Overseas	Russia	FORESTER	6,768	11,132	4,664	3,898	7,604	7,055	10,795	10,902	5,040	4,025
		Other	1,593	1,208	643	721	160	128	132	205	30	3
		Sub total	15,803	22,006	9,670	8,587	12,535		17,004	17,747	7,014	5,728
		LEGACY/OUTBACK	13,780	10,811	9,080	11,450	8,528	· ·	6,348	3,482	15,024	15,702
		IMPREZA/XV	10,853	11,607	12,268	12,289	11,064	18,315	17,635	18,430	12,384	13,021
	Australia	FORESTER	12,554	14,423	13,753	14,644	13,142	11,533	13,649	13,670	12,034	13,407
		Other	1,258	1,651	1,405	1,642	1,277	1,856	2,568	4,920	4,158	4,888
		Sub total	38,445	38,492	36,506	40,025	34,011	40,189	40,200	40,502	43,600	47,018
		LEGACY/OUTBACK	2,769	2,317	3,202	20,223	26,146	11,461	10,134	8,086	15,438	12,333
		IMPREZA/XV	271	927	514	206	164	8,193	12,974	12,001	7,495	5,466
	China	FORESTER	5,450	14,398	30,538	36,468	30,766	23,620	31,736	33,666	23,525	27,154
		Other	741	1,368	1,094	241	122	185	1,001	804	582	1,589
		Sub total	9,231	19,010	35,348	57,138	57,198	43,459	55,845	54,557	47,040	46,542
		LEGACY/OUTBACK	11,274	9,213	6,251	9,833	7,745	6,472	4,440	3,564	8,077	7,740
		IMPREZA/XV	16,421	14,363	10,081	8,552	5,993	7,093	15,367	17,518	20,927	20,822
	Other overseas	FORESTER	7,159	10,014	7,381	8,577	7,745	6,094	12,980	15,359	15,594	19,210
	34013003	Other	1,580	2,200	1,545	1,243	927	918	1,200	2,535	2,922	3,499
		Sub total	36,434	35,790	25,258	28,205	22,410	20,577	33,987	38,976	47,520	51,271
		LEGACY/OUTBACK	128,298	111,546	123,069	201,258	214,351	212,982	199,364	226,377	276,513	307,980
		IMPREZA/CROSSTREK/XV	100,553	103,748	92,605	86,249	75,382	158,278	211,487	208,536	225,219	219,910
	Sub total	FORESTER	95,712	135,571	159,677	175,586	159,006	145,019	219,179	260,316	259,419	269,866
		Other	31,585	27,489	18,493	11,372	9,639	12,664	18,681	48,359	54,937	58,74
		Overseas total	356,148	378,354	393,844	474,465	458,378		648,711	743,588	816,088	856,50°
		Mini vehicle	140,990	121,693	97,996	97,558	84,895		54,849	42,991	38,268	33,790
		LEGACY/OUTBACK	166,563	137,902	151,329	228,678	236,717	238,990	220,244	238,785	292,020	319,93
		IMPREZA/CROSSTREK/XV	134,566	128,485	114,317	110,323	92,683	206,578	266,942	253,519	269,243	262,33
Total		FORESTER	108,262	158,714	172,616	189,684	173,520	157,491	254,345	286,237	279,878	298,41
		Other	31,585	38,303	31,073	24,920	29,260	33,954	33,149	91,609	98,932	97,813
		Total	581,966	585,097	567,331	651,163	617,075	706,658	829,529	913,141	978,341	1,012,280

3 Export

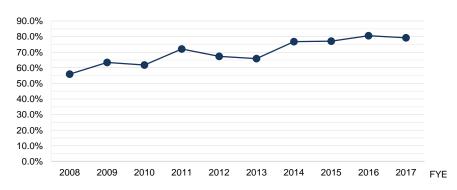
Export of complete cars and overseas production parts

(Units)

		FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
	U.S.	96,060	124,086	117,933	123,470	138,970	196,986	293,465	339,529	361,407	355,053
	Europe	76,238	72,735	41,586	61,851	56,693	60,646	47,550	47,933	47,873	48,153
Complete cars	Other	101,405	103,592	120,201	145,376	119,336	126,391	158,179	158,147	167,203	167,537
Complete cars	Sub total	273,703	300,413	279,720	330,697	314,999	384,023	499,194	545,609	576,483	570,743
	(Mini vehicle*1)	(579)	(111)	(96)	(70)	(0)	(0)	(0)	(0)	(0)	(0)
	Export ratio (%)	55.9	63.4	61.8	72.1	67.3	65.9	76.8	77.1	80.6	79.2
Overseas	U.S. (SIA)	110,363	77,871	113,605	163,469	175,256	183,729	159,266	218,565	237,060	344,518
production	Malaysia	-	-	1	-	1	1,980	6,288	3,948	5,364	9,252
parts	Sub total	110,363	77,871	113,605	163,469	175,256	185,709	165,554	222,513	242,424	353,770
Total		384,066	378,284	393,325	494,166	490,255	569,732	664,748	768,122	818,907	924,513
(Mini vehicle*1)		(579)	(111)	(96)	(70)	(0)	(0)	(0)	(0)	(0)	(0)

 $^{^{\}star}$ 1 Mini vehicle include vehicles with over 660cc engine for export.

Export ratio



4 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.



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 Inline and V-shaped 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)



Subaru Global Platform

Utilizing the new Subaru Global Platform announced in March 2016 and gradually introduced beginning with the new IMPREZA launched in October that year, 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.

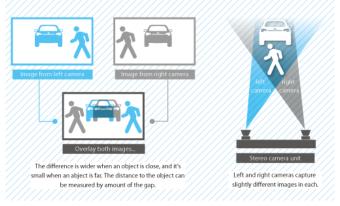


EyeSight Driver Assist System

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.





History of EyeSight

We began developing onboard stereo cameras in 1989. Our proprietary stereo cameras and image recognition technology lie at the heart of EyeSight, and we have continued to improve the system in the aim of bringing "Enjoyment and Peace of Mind" to everyone who travels in a SUBARU.

EyeSight will continue to make history as we further enhance the technology from 2020 onward to add features such as automated lane changing.

28 years of development.



Global Rollout of EyeSight

EyeSight is available on most models' SUBARU currently produces, and is installed on more than 90% of SUBARU vehicles sold in Japan. System rollout is progressively expanding into global markets including the U.S., Europe, Australia, and China.

EyeSight will be gradually introduced into Latin America, Russia, the ASEAN region, and the Middle East, where it is not currently available.

* Excluding WRX STI and SUBARU BRZ.



Independent Assessment of EyeSight

Vehicles equipped with EyeSight have been awarded high safety ratings around the world, including preventive safety performance.



2017 IIHS Top Safety Pick (TSP)*: 2017 LEGACY, OUTBACK, FORESTER, IMPREZA, CROSSTREK, and WRX models (with EyeSight) 2017 IIHS Top Safety Pick Plus (TSP+)*: 2017 LEGACY, OUTBACK, FORESTER, and IMPREZA models (with EyeSight and Steering Responsive Headlights) Applies to U.S. models only.

For details of other ratings, please see rating agencies' websites.

Rating EyeSight's Effectiveness in **Reducing Accidents**

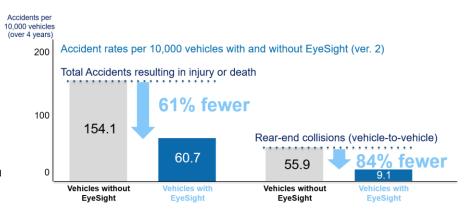
Accident survey results confirm that EyeSight can be relied upon to enhance safety in the event of emergency.

Compared to vehicles without EyeSight, those equipped with the system have approximately 80% fewer rear-end collisions (vehicle-to-vehicle).

*Source: (Japan) Institute for Traffic Accident Research and Data Analysis (ITARDA) Independent calculations by SUBARU CORPORATION, based on data collected between 1/4/2010 and 31/3/2014.

*This categorizes the number of accidents involving EyeSight-equipped SUBARU models sold in Japan between 1/4/2010 and 31/3/2014 (Vehicles with EyeSight: 246,139; Vehicles without EyeSight: 48,085) which resulted in accidental injury or death.

*The figures are for EyeSight models specified for use in Japan. The accident-preventing effect is different for different model specifications.



Touring Assist

Combines Adaptive Cruise Control with Lane Tracing Control for automated control of acceleration, braking, and steering at speeds up to around 120 km/h.* SUBARU's original stereo camera technology simultaneously uses information on lane markings and preceding vehicles to offer consistent operation in a wide range of real-world settings. New capability to operate at very low as well as high speeds greatly reduces driver burden

*Touring Assist is for use on expressways and other vehicle-only roads. Not to be used on regular roads.

Around 0km/h	Around 120km/h	
Traffic jams	Congested roads	High-speed cruising

Recognizes preceding vehicle and assists steering even in traffic jams where short distances between vehicles obscure lane

markings.

Combines information on lane markings and preceding vehicles

to achieve consistent control even on curves and in congested traffic where visibility of lane markings is impeded.

Keeps car in center of lane by recognizing lane markings even if there is no vehicle in front.





5 Product Lineup

Passenger car

(as of July 1, 2017)

				(43 01	July 1, 2017)
	Model Name (Domestic)	Product Overview	Domestic	U.S. Market	Other Overseas markets
	LEGACY B4	A sport sedan whose development has always focused on pursuing the essence of a grand touring car. Since its launch in 1989.	0	0	0
	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.	0	0	0
	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.	0		0
	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.	0	0	0
	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. Available in 5-door and 4-door models.	0	0	0
	SUBARU XV	A crossover SUV adopting the concept of Fun Adventure. Along with the fundamentals of fuel efficiency and enjoyable driving, the exterior design gives it a stylish presence.	0	0	0
	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.	0	0	0
	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.	0	0	0
	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.	0		
	JUSTY	A compact car adopting the concept of Big Pleasure Compact. Combines driving ease with interior comfort. (Supplied on an OEM basis by DAIHATSU MOTOR CO., LTD. DAIHATSU brands it as the Thor.)	0		
The second secon	1	1		BADII Fact I	D 1 001= 00

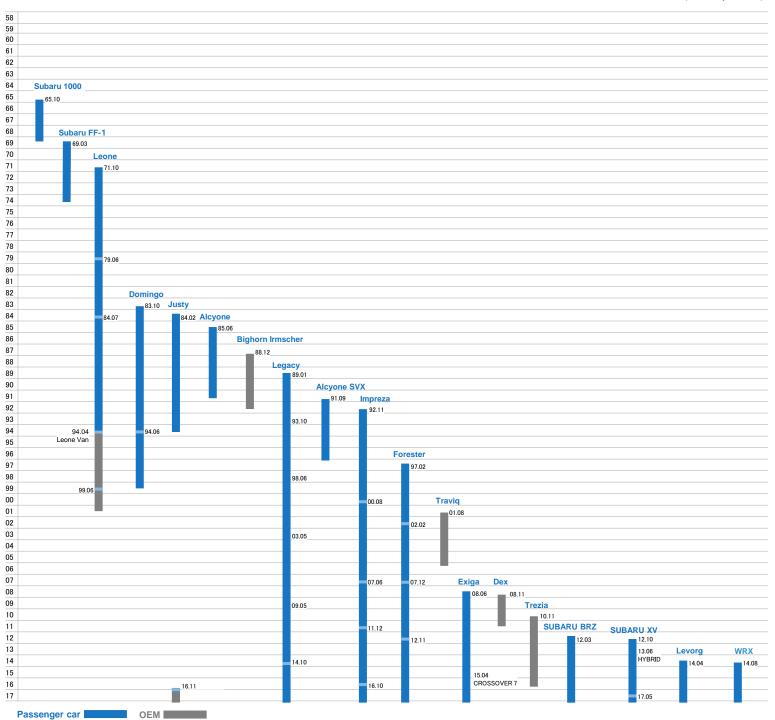
 $\textbf{Mini vehicle} \ ^* \ \text{Currently supplied on an OEM basis by DAIHATSU MOTOR CO., LTD.}$

(as of July 1, 2017)

Model Name	Product Overview	Destination	on
Woder Name	Troduct Overview	Domestic	Overseas
CHIFFON	SUBARU's first extra-roomy mini vehicle offers class-topping interior space. DAIHATSU brands it as the Tanto.	0	
STELLA	A mini vehicle boasting quality above its class, with cutting-edge presence and a spacious-feeling interior. DAIHATSU brands it as the Move.	0	
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.	0	
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.	0	
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.	0	
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.	0	

SUBARU Domestic Lineup

(as of July 1, 2016)



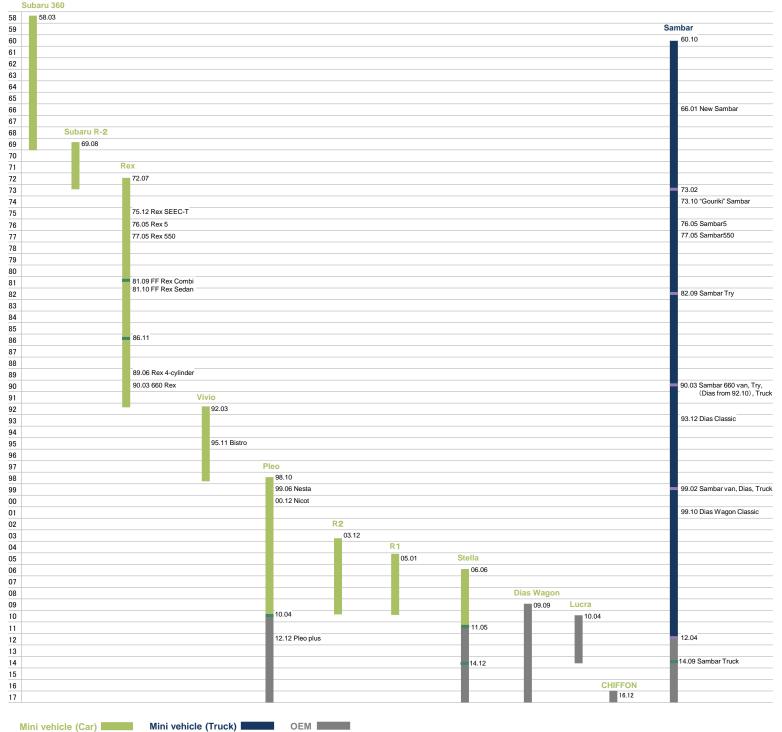
The starting point indicates the month of release, and the line indicates full model change.

Domingo



SUBARU Domestic Lineup

(as of July 1, 2017)



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



6 Domestic Sales Agents

(as of June 1, 2017)

Area	Group	Head	Agent	Sub- sidiary	Address	Tel	President	New car base
•			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.	0	14-1-1 Nishi-machi Minami, Nishi-ku, Sapporo-shi 063-0062	+81-11-668-2111	Tomoo Takenaka	21
Hokkaido		0	Miyagi Subaru Inc.	0	1-5-26 Hinode-machi, Miyagino-ku, Sendai-shi 983-0035	+81-22-235-9113	Makoto Hada	11
Tohoku area			Aomori Subaru Inc.	0	6-10-1 Harabetsu, Aomori-shi 030-0921	+81-17-736-3122	Kenichi Kobayashi	6
(9)	Toboku rogion		Iwate Subaru Inc.	0	3-7-10 Kamido, Morioka-shi 020-0125	+81-19-641-1313	Isao Watanabe	9
	Tohoku region		Akita Subaru Inc.	0	315-1 Aza Sanzengari, Terauchi, Akita-shi 011-0901	+81-18-823-7111	Toshiyuki Maruoka	7
			Yamagata Subaru Inc.	0	2-1-88 Aratate-cho, Yamagata-shi 990-2432	+81-23-624-1772	Koichi Kobayashi	6
			Fukushima Subaru Inc.	0	1-70 Minami, Koriyama-shi 963-0115	+81-24-945-1341	Ryoichi Uchida	11
		0	Niigata Subaru Inc.	0	2307 Yamada, Nishi-ku, Niigata-shi 950-1182	+81-25-266-9131	Tatsuya Yamano	11
	Hoku Shinetsu region		Subaru Shinshu Inc.	0	4-14-28 Wakazato, Nagano-shi 380-0928	+81-26-226-7771	Kinya Abe	10
			Hokuriku Subaru Inc.	0	3-102 Izumihonmachi, Kanazawa-shi 921-8539	+81-76-241-5121	Shirou Ota	12
ı			Nanshin Subaru Inc.		1381-1 Kamisatobeppu, Ida-shi 395-0003	+81-265-21-1111	Hirotada Shibata	1
			Fuji Subaru Inc.		2-11-2 Honmachi, Maebashi-shi 371-0023	+81-27-221-8111	Wataru Miyata	17
Kanto Koshinetsu			Tochigi Subaru Inc.		1-1-17 Yonan, Utsunomiya-shi 320-0834	+81-28-658-2134	Kazumasa Kodaira	12
Hokuriku area			Ibaraki Subaru Inc.		1984-1 Senba-cho, Mito-shi 310-0851	+81-29-241-1341	Naoki Otsuki	10
(12)			Saitama Subaru Inc.		8-4-11 Kamiochiai, Chuo-ku, Saitama-shi 338-8555	+81-48-852-0131	Hiroshi Yoshizawa	16
			Kanagawa Subaru Inc.	0	1-18-1 Shin Yokohama, Kohoku-ku, Yokohama-shi 222-8571	+81-45-478-3611	Katsuhisa Iyama	26
			Chiba Subaru Inc.	0	176-2 Shinminato, Mihama-ku, Chiba-shi 261-0002	+81-43-243-2261	Motoya Yamamoto	21
[Tokyo Subaru Inc.	0	2-13-11 Hongo, Bunkyo-ku, Tokyo 113-8471	+81-3-3816-8111	Ryoichi Shimokawa	32
	Tokyo/ Yamanashi		Yamanashi Subaru Inc.	0	1-4-30 Fujimi, Kofu-shi 400-0027		•	32
				U	• •	+81-55-253-3060	Eiji Nojima Shinichi Ishida	12
[0	Shizuoka Subaru Inc.	0	5-1 Nagasaki Minami-cho, Shimizu-ku, Shizuoka-shi, 424-8503	+81-54-345-2131	Ken Fukuda	22
	Tokai region		Nagoya Subaru Inc. Gifu Subaru Inc.	0	175 Ochiai-cho, Kita-ku, Nagoya-shi 462-0017 1-7-15 Hosobata, Gifu-shi 500-8238	+81-52-901-8611 +81-58-245-4126	Tetsuya Wada	9
	Tokai region		Mie Subaru Inc.	0	398 Takajaya Komori-cho, Tsu-shi 514-0817	+81-59-271-6100	Takaharu Mitsui	7
l			Subaru Higashi Aichi Inc.		95-1 Aza Sakaida, Shimoji-cho, Toyohashi-shi 440-8524	+81-532-54-6485	Yasuo Nishikawa	3
Chubu Kinki area			Fukui Minami Subaru Inc.		2-1759 Wakaba-cho, Tsuruga-shi 914-0125	+81-770-25-5050	Satoshi Okada	1
(11)			Nara Subaru Inc.		6-19-17 Magarikawa-cho, Kashihara-shi 634-0837	+81-744-22-1331	Yuzuru Takagi	5
[0	Osaka Subaru Inc.	0	1-21-23 Yagumo Higashi-machi, Moriguchi-shi 570-0021	+81-6-6908-3131	Kazunori Yamafuji	26
			Kyoto Subaru Inc.	0	5 Kishoin Ishiharado Ushironishimachi, Minami-ku, Kyoto-shi	+81-75-671-1119	Tetsuo Inoue	8
	Kinki region		•		601-8357			7
			Shiga Subaru Inc. Hyogo Subaru Inc.	0	4-7-2 Noji, Kusatsu-shi 525-0059	+81-77-562-1951	Tomio Sogou	18
		0	Hiroshima Subaru Inc.	0	2-2-7 Iwaya Nakamachi, Nada-ku, Kobe-shi 657-0845 1-3-17 Nakahiro-machi, Nishi-ku, Hiroshima-shi 733-0012	+81-78-861-8331 +81-82-291-4355	Syuuji Sunaga Hiroshi Ota	8
			Sanin Subaru Inc.	0	330-3 Kumanto, Yonago-shi 689-3546	+81-859-27-9030	Nobuhiro Mori	7
			Okayama Subaru Inc.	0	333-1 Kume, Kita-ku, Okayama-shi 701-0144	+81-86-241-0815	Mutsuo Mamiya	7
	Chugoku/ Shikoku region		Yamaguchi Subaru Inc.	0	1049-1 Asada, Yamaguchi-shi 753-0871	+81-83-922-2022	Wataru Ishihara	8
			Higashi Shikoku Subaru Inc.	0	2683 Kita-cho, Takamatsu-shi 760-0080	+81-87-861-3600	Hiromi Fujita	8
Chugoku			Shikoku Subaru Inc.	0	463-1 Takaoka-machi, Matsuyama-shi 791-8036	+81-89-972-0191	Tsukasa Morita	8
Shikoku Kyushu area		0	Fukuoka Subaru Inc.	0	4-14-12 Chihaya, Higashi-ku, Fukuoka-shi 813-0044	+81-92-710-0111	Kazuto Sakamoto	18
(12)			Nishi Kyushu Subaru Inc.	0	1-28-15 Hayama, Nagasaki-shi 852-8053	+81-95-857-1511	Makoto Kimura	8
			Kumamoto Subaru Inc.	0	1-2-30 Minami Takae, Minami-ku, Kumamoto-shi 861-4106	+81-96-358-3783	Tetsuya Matsumoto	8
	Kyushu region		Oita Subaru Inc.	0	835-1 Miyazaki, Oita-shi 870-1133	+81-97-569-5396	Eiji Akamine	5
			Minami Kyushu Subaru Inc.	0	4-52-22 Shimoarata, Kagoshima-shi 890-0056	+81-99-254-1192	Hiroshi Kurotani	10
			Okinawa Subaru Inc.	0	4-19-7 Jicchaku, Urazoe-shi 901-2122	+81-98-877-1100	Masaaki Kakazu	3
				\vdash		. 31 33 377 1100	Joddin . idhuzu	460

7 Overseas Market Overview

Main Markets and Distributors by Region

(as of July 1 2017) Dealer numbers as of December 31,2016

			Dealer Hamb	13 43 01 0000	111061 31,2010
Region	Market	Company	Address	Number of Dealers	SUBARU Shares (%)
	U.S.	Cubawa of America Inc	Cubaru Diarra 2005 Davite 70 West Charry Hill NJ 00000 LLC A	630	100
North America		Subaru of America, Inc.	Subaru Plaza, 2235 Route 70 West Cherry Hill, NJ 08022 U.S.A.	630	100
	Canada	Subaru Canada, Inc.	560 Suffolk Court Mississauga, Ontario, L5R 4J7, Canada	92	100
Total	3 countries				
	1				
	Germany	SUBARU DEUTSCHLAND GMBH	Mielestrasse 6, 61169 Friedberg, Germany	179	29
Europe	Switzerland	SUBARU SCHWEIZ AG	Emil-Frey-Strasse CH-5745, SAFENWIL	157	0
	Sweden	Subaru Nordic AB	Box 21041, 200 21 MALMÖ, Starrvägen 15 232 61 ARLÖV	133	0
Total	30 countries				
	Israel	JAPANAUTO	6 Magshimim, Petah tiqva,Israel	13	0
CIS·Middle East·Africa	Russia	SUBARU MOTOR (RUSSIA) LLC	5/7, BLD, 2.3, SCHIPOK ST. MOSCOW, RUSSIA	47	33
	Egypt	ABOU GHALY MOTORS	El Obour Kilo 28 Cairo-Ismailia Rd.,Cairo,Arab Republic of Egypt	31	0
Total	19 countries				
	Australia	Subaru Australia Pty Ltd.	4 Burbank Place, Baulkham Hills NSW, 2153 Australia	115	8
Oceania	New Zealand	Subaru of New Zealand	46 Lady Ruby Drive, East Tamaki, Auckland 2013, New Zealand	15	0
Total	8 countries				
Latin	Chile	Subaru Chile S.A.	Av. Las Condes 11774, Vitacura Santiago, Chile	24	0
America	Peru	Indumotora del Perù S.A.	Jr. Morro Solar N° 812, Lima 33, Perù	9	0
Total	24 countries				
	Taiwan	Subaru of Taiwan	No.38-2, Dongyuan Rd., Zhongli Dist. Taoyuan City	20	35
Asia	Philippines	Motor Image Philipinas, Inc.	187 EDSA Greenhills, San Juan City Metro Manila 1503, Philippines	17	0
	Singapore	Motor Image Enterprises Pte Ltd	25 Leng Kee Road Singapore 159097	2	0
Total	9 countries				
	China	Subaru of China Ltd.	Beijing Landmark Tower Office, Building 2-1501, Beijing 100004,	226	60
T / I	0 11		China		
Total	2 countries				

1 Aircraft Production

For the Japan Ministry of Defense

(Units)

		FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Small-Size	T-5 Primary Trainer	1	4	4	5	4	5	4	3	_	_
Airplane	T-7 Primary Trainer	3	3	_	_	_	_	_	_	_	_
Helicopter	AH-64D Attack Helicopter	2	2	1	1	1	-	-	1	1	1
Helicoptei	UH-1J Utility Helicopter	3	4	5	6	5	-	-	-	_	_
	J/AQM-1 (Target Drone)	26	12	15	15	15	18	6	17	5	_
Unmanned Aerial Vehicle	Flying Forward Controlled Observation System	1	1	l	1	l	I	l	l	_	_
	Unmanned Aircraft Research System	I	-	2	2	4	1	1	1	_	_
	CHUKAR-III Small Target Drone	18	35	16	19	11	10	14	8	_	14
	U-125A Search and Rescue Plane (Equipment installation, pre-delivery maintenance, etc.)	1	1	1	1	_	_	_	_	_	_
	F-2 Supporting Fighter (Wing*, Empennage*, etc.)	4	5	5	1	_	_	_	_	_	_
Subcontract Programs	OH-1 New Small Observation Helicopter (Empennage*, Canopy, etc.)	2	2	2	2	3	3	-	-	_	_
	Maritime Patrol Aircraft (XP-1), Cargo Transport Aircraft (XC-2) (Wing, Vertical tail*)	1	_		_					_	_
	Maritime Patrol Aircraft (P-1) (Wing, Vertical tail*)	-	_	-	-	3	1	3	1	1	3
	Military Cargo Aircraft (C-2) (Wing, Vertical tail*)	_	_	_	_	_	_	_	2	1	3
Other	Flight Simulator, etc.	1	1	1	1	_	1	_	1	_	_

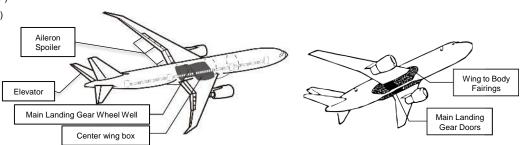
For Commercial

(Units)

			FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
		BOEING 787(Center wing*)	_	6	16	25	26	54	86	122	120	128
		BOEING 777 (Center Wing, Main Landing Gear Doors* and Wing to Body Fairings*)	82	68	82	63	82	91	99	99	102	90
		BOEING 737(Elevator*)	351	282	375	372	393	423	447	495	504	504
Subcontract Programs	International Collaboration	BOEING 767 (Wing to Body Fairings*and Main Landing Gear Doors*)	12	10	12	15	25	25	13	15	18	25
		BOEING 747 (Aileron* and Spoiler)	18	12	_	_	_	_	ı	-	-	I
		A380(Vertical Tail Structure*)	12	12	11	27	30	26	28	27	29	18
		H4000 (Development and Manufacturing of Wing Systems)	14	27	2	6	14	1	_	_	_	1

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)



2 Defense Programs Major Products

HELICOPTER

We contribute to the operation of JGSDF (Japan Ground Self-Defense Force) by manufacturing, providing maintenance and repair service and technical support for.

AH-64D Attack helicopter, AH-1S Anti-tank helicopter, and UH-1J Utility helicopter for tactical air transport and disaster rescue.

We are now developing UH-X, a new utility helicopter, which will be the successor for UH-1J.



AH-64D : Attack Helicopter



UH-1J: Utility Helicopter

FIXED WING AIRPLANE

We play key role for pilot training by developing, manufacturing, providing maintenance and repair, and technical support for Primary trainers,T-5 for JMSDF (Japan Maritime Self-Defense Force), and T-7 for JASDF (Japan Air Self-Defense Force).

We also provide maintenance, repairing and technical support for U-125, Flight inspection aircraft, and U-125A, Search and Rescue aircraft.



T-5: Primary Trainer Aircraft



U-125A: Search and Rescue Aircraft

UNMANNED AERIAL VEHICLE

Our business in the unmanned aerial vehicles, started from Target Drones, has many achievements in the development of more than 15 types of UAV system for a half of a century. Currently, we develop, manufacture, maintain, repair, and support "Unmanned Aircraft Research System" for JASDF, and "Flying Forward Reconnaissance System" for JGSDF.



Unmanned Aircraft Research System

OTHER EQUIPMENT

We develop and manufacture several types of simulators for flight training, utilizing our sufficient knowledge of operations of various types of aircraft.



Simulator for U-125A



Simulator for T-5

3 Commercial Programs Major Products

COMMERCIAL AIRCRAFT

We have sufficient experiences in the international joint development with Boeing.

Currently we manufacture Center Wing Section which is one of the key components of 777 and 787. Also we manufacture Wing-Body Fairing and Main Landing Gear Doors for 767 and 777. Based on those experiences, in 777X program, we provide Center Wing Section, Wing-Body Fairing and Main Landing Gear Doors.

We manufacture various commercial aircraft parts from small jetliner Boeing 737 to large jetliner Airbus A380, and contribute to the air transportation around the world.



BOEING 777X

HELICOPTER

We are conducting the development of the advanced variant of 412EPI jointly with Bell Helicopter Textron.



412 EPI Derivative Model

UAV & EXPERIMENTAL VEHICLE

We have independently developed the large-size unmanned helicopter "RPH2" for commercial use which had maximum 100 kg payload capability.

For JAXA's research and development programs, we provided the design, development, manufacturing, technical support and engineering support of unmanned experimental vehicles, such as "HSFD" and "D-SEND #2".



D-SEND#2



Unmanned Helicopter "RPH2"

MAINTENANCE, REPAIR AND MODIFICATION BUSSINESS

We conduct the manufacturing, maintenance, repair, modification and technical support of various helicopters used in the JCG (Japan Coast Guard), police departments and fire departments.



Japan Coast Guard Helicopter



Fire and Disaster Management Agency Helicopter

Industrial Products Company

- * The Industrial Products Company was integrated with the Automotive Business with effect from October 1, 2016.
- * The company decided to cease production and sale of industrial products including general-purpose engines and generators with effect from September 30, 2017 (excluding certain engines for installation in vehicles).

Sales of General-Purpose Engines

Destination (Units)

	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Domestic	231,703	189,090	147,332	175,376	240,051	177,887	207,389	200,867	144,687	142,930
Export	904,432	794,386	577,661	795,415	702,627	579,705	574,565	606,360	627,994	615,346
Total	1,136,135	983,476	724,993	970,791	942,678	757,592	781,954	807,227	772,681	758,276

Distribution

	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Gasoline	1,121,144	969,713	718,838	961,199	930,267	747,973	771,950	796,797	764,661	751,043
Diesel	14,991	13,763	6,155	9,592	12,411	9,619	10,004	10,430	8,020	7,233

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

(Units)

	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Domestic	984,291	644,501	433,489	547,526	576,249	454,131	438,597	421,269	415,998	341,531
Overseas	237,382	365,309	354,345	570,107	545,264	414,321	458,119	483,808	465,640	488,396
Total	1,221,673	1,009,810	787,834	1,117,633	1,121,513	868,452	869,716	905,077	881,638	829,927

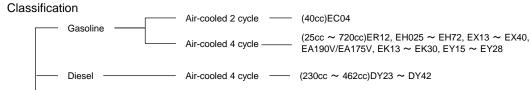
The numbers until FYE2006 include production by Fuji Robin Corporation (now Makita Numazu Corporation).

Details

Dotano										
	FYE2008	FYE2009	FYE2010	FYE2011	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017
Domestic	314,786	216,175	155,135	196,535	330,852	240,374	368,413	347,938	189,745	198,055
Overseas	906,887	793,635	632,699	921,098	790,661	628,078	528,303	557,139	691,893	631,872
Gasoline	1,199,496	986,609	779,726	1,103,166	1,104,458	856,209	883,142	890,462	870,205	819,720
Diesel	22,177	23,201	8,108	14,467	17,055	12,243	13,574	14,615	11,433	10,207

Product Lineup (as of July 1, 2016)

Utility Engine



Air-cooled 4 cycle -

Uses

Agricultural		Tractors, Tillers/Cultivators, Harvesters, Agricultural Carriers, Bush cutters/Trimmers, Edger, Chainsaws, Sprayers, Clear water pumps		
	Large	Air compressors		
Construction	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		

- (143cc ~ 273cc)EY15DK ~ EY28DK

Other Products (Engine Equipped)

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



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 Dawn	40kW	4	0	2	4	1		1		_	_
Wind-Power Generator Systems	100kW	0	0	3	_	_	_	_	_	_	_
	2MW	-	_	_		1	3	31	21	7	4

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

Change of Company Name from Fuji Heavy Industries Ltd. to SUBARU CORPORATION C> Corporation C> Corporation C> Corporation C> Ltd.

<C> Corporation <Au> Automotive Business <Ae> Aerospace Company Industrial Products CompanyE> Eco Technologies Company

	<ae> Aerospace Company</ae>
Date	Timeline
2008	
Feb.	<ae> Component (center wing) of Boeing 777 Freighter delivered</ae>
	<a>Au> FHI introduces SUBARU LEGACY/OUTBACK's new models equipped with Horizontally-Opposed diesel engine in European market
March	<c> 50th anniversary of SUBARU's foundation</c>
	<ae> FHI restarts the manufacturing of T-5 trainer plane</ae>
April	<au> TOYOTA, DAIHATSU and FHI conclude more comprehensive alliance</au>
	<a><a><a><a><a><a><a><a><a><a><a><a><a><
May	<au> FHI launches LEGACY series equipped with EyeSight advanced driver assist system</au>
June	<au> SUBARU EXIGA launched</au>
	<au>> SUBARU Plug-in STELLA Concept developed and announced</au>
Oct.	<au>> SUBARU IMPREZA "ANESIS" 4-door sedan launched</au>
Nov.	<au> SUBARU DEX introduced in domestic market</au>
Dec.	<au> SUBARU terminates participation in WRC as a factory-backing team</au>
2009	
Jan.	<au> FHI introduces SUBARU LEGACY/OUTBACK's new models equipped with Horizontally-Opposed diesel engine in European market</au>
	<i>> Robin EX40/EX35, flagships in multipurpose engine EX series, launched</i>
	<au> FHI unifies all domestic distributors into six divisional head offices</au>
May	<au>> SUBARU LEGACY redesigned and launched</au>
June	<au>> SUBARU Plug-in STELLA announced</au>
Sept.	<a>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
	<au>> SUBARU Dias Wagon launched</au>
Nov.	<a>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
	<e> FHI develops new system for the autonomous floor-cleaner robot</e>
	<e> FHI develops the farm working robot</e>
	<e> Sumitomo and FHI jointly develop floor-cleaner robot for office buildings</e>
2010	
March	<c> Ichitan Co., Ltd. becomes a wholly owned subsidiary</c>
	<e> Jointly develops floor-cleaner robot for the rest areas on highways</e>
April	<e> "Fuji Mighty Electra", sanitation truck with electric equipment, launched</e>
	<au> The new minicar SUBARU LUCRA launched</au>
	<a>Au> PLEO series redesigned and launched
	<a><a><a><a><a><a><a><a><a><a><a><a><a><
	<au> FHI develops the new "EyeSight"; SUBARU's advanced driving assist system with more advanced safety function</au>
May	<au> SUBARU IMPREZA XV launched</au>
July	<e> SUBARU 80/2.0 wind turbine generator system begins to operate at Wind Power Kamisu, the offshore wind farm</e>
Sept.	<au> FHI develops new generation SUBARU BOXER engine</au>
Oct.	<au> "EyeSight (ver.2)", SUBARU's advanced driving assist system, awarded JAHFA (Japan Automobile Hall Of Fame)'s Car Technology of the Young</au>
	<au> 50th anniversary of Gunma Plant's establishment</au>
Nov.	<au> SUBARU TREZIA, a new compact car, launched</au>
	<i> FHI newly develops SUBARU "EA-V series" multipurpose engines</i>
	FHI newly develops "ER12" engine exclusively designed for Rammer
Dec.	<a>Au> WRX STI 4-door A-Line awarded "Auto Color Award 2011; interior section prize"
	<au> IMPREZA "WRX STI ts"/ "WRX STI spec C" launched</au>
	<a><a><a><a><a><a><a><a><a><a><a><a><a><

Date	Timeline
2011	Tillenie
2011	
Jan.	<e> SUBARU 80/2.0 wind turbine generator system begins to operate at Wind Power Kamisu, the offshore wind farm</e>
March	<au> Total sales of LEGACY series equipped with "EyeSight (ver.2)" reach 10,000 units</au>
April	<au> All domestic dealers granted "Eco Action 21" from IPSuS</au>
May	<au> SUBARU STELLA, the new Kei-passenger car, launched</au>
June	<a>Ae> Tokyo University and FHI successfully accomplish test flight of autopilot with damaged aircraft
Guile	<c> President Ikuo Mori assumes the chairman of board, director/corporate executive deputy president Yasuyuki Yoshinaga assumes the presidency</c>
July	<c> Announces "Motion-V" mid-term management plan for FYE2012-2016</c>
	<a>Au> Total outputs of SUBARU vehicles reach 2 million units in U.S.
Sept.	<a>Au> Ceremony on outputting the first unit of new CAMRY in U.S.
Nov.	<au>> SUBARU IMPREZA redesigned and announced</au>
Dec.	<ae> Reaches total 1,000 units of center wing manufacture for Boeing 777</ae>
	<au> SUBARU LEGACY OUTBACK awarded "Auto Color Award 2012; interior section prize"</au>
	<a>Au> SUBARU's all models in sales lineup of North America in those days recognized "TOP SAFETY PICKS", the highest safety rates of IIHS
	<au> FHI transfers material production to Kiryu Kogyo</au>
2012	
Jan.	<i> Total output of "EX series" multipurpose engines reaches 3 million units</i>
Feb.	<au> SUBARU BRZ announced</au>
	<au> 40th anniversary of AWD's birth</au>
	<au> 30th anniversary of Oizumi Factory's birth (at Gunma Plant)</au>
March	<au> FHI terminates the production of mini vehicle: All factories manufacture registration vehicles</au>
	<au> Ceremony for outputting the first unit of SUBARU BRZ/TOYOTA 86</au>
	<au> 25th anniversary of U.S. Plant's birth</au>
April	<a>Au> "Development of Advanced Driving Assist System Aiming Not to Collide with Object" awarded Prize on Science Technologies
	<ae> FHI awarded "Boeing Supplier of the Year"</ae>
June	<au> SIA acquires ISO 50001 certification</au>
July	<e> FHI transfers SUBARU's wind power business to Hitachi, Ltd.</e>
	<ae> Center wing assembly line for FHI Boeing 787 added</ae>
Sept.	<ae> Reaches total 100 units of center wing manufacture for Boeing 787</ae>
	<au> SUBARU IMPREZA new model XV announced</au>
Oct.	<au> SUBARU IMPREZA G4/XV awarded Good Design Prize</au>
	<au> SUBARU IMPREZA XV recognized "TOP SAFETY PICKS", the highest safety rates of IIHS</au>
Nov.	<au> SUBARU FORESER redesigned and announced</au>
	<i> Ceremony for launching of industrial products distributor in China</i>
	<au> IMPREZA awarded "New Car Assessment five stars 2012" by NASVA</au>
	<au> Total sales of vehicles in U.S. reach 6 million units</au>
	< Aux SUBARU BRZ awarded 2012-2013 Japan Car of the Year Executive Committee Special Prize
	<a <="" assessment="" europe"="" href="Au> SUBARU FORESTER wins the maximum five-star rated at " in="" overall="" safety="" td="">
Dec.	<au> SUBARU PLEO PLUS, the new Kei-passenger car, announced</au>
	<i> Total output of the multipurpose engines reaches 30 million units <i> SUBARU EK30 multipurpose engine for agricultural machinery launched</i></i>
	<a><a><a><a><a><a><a><a><a><a><a><a><a><
	<e> FHI terminates the production of Fuji Mighty sanitation trucks</e>
	<au> All models in sales lineup of North America in those days recognized as "TOP SAFETY PICKS", the highest safety rating of 2013 IIHS</au>
2013	9.16. 7 at models in suice interpretational in those days recognized as 101 Ozt E11 FIONS, the highest safety fathing of 2013 IIIIS
2010	
Jan.	<a>Au> EyeSight awarded Minister of Economy, Trade and Industry Prize at 10th New Technologies Promotion, from Hitachi Automotive Systems
	<i>SUBARU SWP pump series launched for the domestic market</i>
	<e> FHI transfers its sanitation trucks business to Shin Maywa Industries</e>
March	<au> Total sales of vehicles in Australia reach 700,000 units</au>
	<a>Au> SUBARU XV Hybrid announced (in New York International Auto Show) *launched for domestic market in June
	<e> FHI abolishes the Eco Technologies Company</e>
April	<au> Total domestic sales of the SUBARU vehicle equipped with "EyeSlight (ver.2)" reach 100,000 units</au>
May	<a>Au> LEGACY awarded "New Car Assessment five stars 2012" rated by NASVA
~	<au> FORESTER recognized as "TOP SAFETY PICKS+", the highest safety rating of 2013 IIHS</au>
July	<au> 60th anniversary of the foundation</au>
Sept.	<c> FHI enhances the sales network of SUBARU vehicles in China</c>
	<a href="<->Au> LEGACY and OUTBACK recognized on the topic of Front Crush Prevention">-> Crush Prevention as "Superior", the highest safety rating of 2013 IIHS
Oct.	<au> FHI announces the next generation model of "EyeSight"</au>
Nov.	<au> SUBARU WRX new models announced (in Los Angels Auto Show)</au>
Dec.	<au>> Three models in sales lineup of U.S. in those days recognized under 2014 IIHS's newly enhanced criteria as "TOP SAFETY PICKS+"</au>

Date	Timeline
2014	
Jan.	<c> Total domestic output of the vehicles reaches 20 million units</c>
	<au> SUBARU "WRX STI" new model announced (in North American International Auto Show)</au>
Feb.	<au> SUBARU "LEGACY" announced to be redesigned (in Chicago Auto Show)</au>
April	<i> SUBARU SGi18 inverter-controlling type generator launched</i>
	<au> SUBARU "LEVORG" announced (in Tokyo Motor Show October 2013) *launched in June</au>
	<au> SUBARU announced "OUTBACK" (in New York International Auto Show)</au>
May	<c> FHI announces the new mid-term managing concept "Prominence 2020"</c>
	<au> SUBARU new WRX/WRX STI recognized by 2014 IIHS criteria as "TOP SAFETY PICKS"</au>
June	<ae> Agreement over next generation large size jet airliner Boeing 777X</ae>
July	<au>> SUBARU BRZ recognized by 2014 IIHS criteria as "TOP SAFETY PICKS (TSP)"</au>
Aug.	<c> Head office moves to Ebisu, Shibuya-ku</c>
_	<au> All-New SUBARU LEGACY and OUTBACK Awarded IIHS' Highest Standard of Safety "2014 TOP SAFETY PICK (TSP) +"</au>
	<au> SUBARU announces All-New "WRX S4" and "WRX STI"</au>
Sept.	<au> SUBARU announces All-New "Sambar Truck"</au>
	<c> The number of visitors in SUBARU Visitor Center reach 1 million</c>
Oct.	<au> SUBARU LEVORG Wins "Good Design Award 2014"</au>
	<au> Three SUBARU Models with optional EyeSight Awarded Top JNCAP "ASV+" Rating in Preventive Safety Performance Assessment</au>
Nov.	<au> SUBARU Debuts "EyeSight" Driver Assist Technology in Europe</au>
	<au> 2015 IMPREZA Awarded IIHS' Highest Standard of Safety "2014 TOP SAFETY PICK (TSP) +"</au>
Dec.	<au>> All-New SUBARU OUTBACK & LEGACY Awarded Top JNCAP "ASV+" Rating in Preventive Safety Performance Assessment</au>
	<au> All-New SUBARU OUTBACK Awarded Top Five-Star Rating in 2014 Euro NCAP Safety Test</au>
	<au> WRX's BOXER "DIT" Engine Named to Ward's "10 Best Engines"</au>
	<au> SUBARU Launches All-New "STELLA" in Japan</au>
	<au> SUBARU Meets IIHS' Highest Standard of Safety "2015 TOP SAFETY PICK (TSP) +"</au>
2015	
Jan.	<au>> SUBARU XV and IMPREZA Awarded Top ASV+ Rating in JNCAP Preventive Safety Performance Assessment</au>
Feb.	<c> SUBARU Reaches 15 Million Production of Horizontally-Opposed "Boxer" Engines</c>
April	<au> SUBARU Launches All-New "CROSSOVER 7"</au>
May	<au> Four SUBARU Models Awarded 2014-2015 JNCAP "Five Star Award"</au>
	<au>> SUBARU "CROSSOVER 7" with optional EyeSight Awarded Top ASV+ Rating in JNCAP Preventive Safety Performance Assessment</au>
June	<au> SUBARU Launches All-New "IMPREZA SPORT HYBRID" in Japan</au>
July	<au>> SUBARU OUTBACK, LEGACY, WRX S4 and LEVORG Win Top ASV+ Rating in JNCAP Preventive Safety Performance Assessment</au>
	<ae> FHI Signs a Formal Agreement with Boeing on Development and Production of Boeing's New 777X Airplane</ae>
Sept.	<ae> FHI Wins Contract to Develop Next-Generation Utility Helicopter for Japan Ground Self-Defense Force</ae>
	<au> 2016 WRX Awarded IIHS' Highest Standard of Safety "2015 TOP SAFETY PICK (TSP) +"</au>
	<au> LEGACY OUTBACK / LEGACY B4 Wins "Good Design Award 2015"</au>
Oct.	<l> 20th anniversary of Saitama Plant's establishment</l>
	<au> EyeSight Wins "Good Design Gold Award 2015"</au>
Nov.	<c> FHI establishes "Corporate Governance Guidelines"</c>
Dec.	<au> Six SUBARU Models Awarded IIHS' Highest Standard of Safety "2016 TOP SAFETY PICK (TSP) +"</au>
	<au> WRX's BOXER "DIT" Engine Named to Ward's "10 Best Engines" of 2016 for the Second Consecutive Year</au>
	<au> IMPREZA and SUBARU XV with optional EyeSight Awarded Top JNCAP "ASV+" Rating in Preventive Safety Performance Assessment</au>

Date	Timeline
2016	
Jan.	<au> SUBARU FORESTER with optional EyeSight Awarded Top JNCAP "ASV+" Rating in Preventive Safety Performance Assessment</au>
	<au> Survey Reveals SUBARU Vehicles Equipped with EyeSight Had 60% Fewer Accidents in Japan</au>
Feb.	<i> FHI Redesigns the SUBARU EX Series General-Purpose Engines</i>
	<au> SUBARU Starts CKD Production of the FORESTER in Malaysia</au>
March	<au> SUBARU's AWD Vehicle Production Reaches15 Million</au>
	<au> FHI Unveils the "Subaru Global Platform" SUBARU's next-generation platform to achieve significant enhancement in overall vehicle performance</au>
	<au>> SUBARU to Debut All-New IMPREZA at 2016 New York International Auto Show</au>
April	<c> FHI and IBM Japan team up for advanced driver assist system</c>
	<ae> FHI Celebrates Completion of New Assembly Plant for Boeing 777X Center Wing Boxes</ae>
May	<au> 50th Anniversary of SUBARU Horizontally-Opposed "BOXER" Engine</au>
	<au> Discontinue the production of CAMRY at SIA</au>
	<au> SUBARU WRX STI Scores Back-to-Back Class Win in the 2016 Nürburgring 24-Hour Race</au>
Aug.	<au> SUBARU hits 3 million production in the United States</au>
	<c> FHI receives the highest environmental rating from Development Bank of Japan</c>
	<au> The Subaru 360 Model K111 designated as Mechanical Engineering Heritage item by Japan Society of Mechanical Engineers</au>
	<au>> SUBARU LEVORG awarded top five-star rating in 2016 Euro NCAP safety test</au>
Oct.	<au> New SUBARU IMPREZA debut</au>
Nov.	<au>> First American-made IMPREZA rolls off the assembly line in Subaru of Indiana Automotive plant</au>
	<c> FHI decides to terminate industrial products business</c>
	<au> New SUBARU JUSTY debuts</au>
	<au>> SUBARU debuts EyeSight driver assist technology in China</au>
	<c> FHI introduces Eco-Action 21 Value Chain Model promoted by Japan's Ministry of the Environment</c>
Dec.	<au> SUBARU's EyeSight-equipped IMPREZA, LEGACY, FORESTER, LEVORG and WRX S4 win top ASV++ rating in JNCAP preventive safety performance assessment</au>
	<au> All-new SUBARU IMPREZA wins 2016–2017 Car of the Year Japan</au>
	<au> New SUBARU CHIFFON debuts</au>
	<a><a><a><a><a><a><a><a><a><a><a><a><a><
	<au> Global sales of EyeSight-equipped SUBARU vehicles reach 1 million</au>
2017	
Jan.	<au> 2016 sales set record highs in the U.S., Canada, and Australia. In the case of the U.S., this was the eighth consecutive year of record sales</au>
Feb.	<au> 2017 SUBARU IMPREZA with Optional EyeSight and Specific Headlights Meets IIHS' Highest Standard of Safety "2017 TOP SAFETY PICK + (TSP+)"</au>
	<c> FHI establishes Tan Chong Subaru Automotive (Thailand) Co., Ltd., a joint venture with TC Manufacturing and Assembly (Thailand) Co., Ltd., a member of the Tan Chong Group</c>
March	<au> Total domestic output of the vehicles equipped with EyeSight reaches 500,000 units</au>
April	<c> FUJI HEAVY INDUSTRIES LTD. changes company name to SUBARU CORPORATION</c>
	<au> New SUBARU XV announced</au>
	<au>> All-New SUBARU XV and IMPREZA Win Grand Prix Award in JNCAP Collision Safety Performance Assessment with Highest Score Ever</au>
	<au> SUBARU Names All-New 3-Row SUV for North America "ASCENT"</au>
	<au> SUBARU IMPREZA named to WARDS 10 BEST INTERIORS for 2017</au>

