From a Company Making Things, to a Company Making People Smile

SUBARU is in your smile.

We have one life and one chance to live it. Some are determined to spend that precious, irreplaceable time having the most fun. Some are driven by a passionate curiosity and sense of adventure. And others want to spend time caring deeply for those closest to them.

It’s our job to explore how to protect precious life and enrich once-in-a-lifetime opportunities. How to help people picture a bright and exciting life with a simple glimpse of a car. How to help people conceptualize the unknown by imagining the smooth wing of an aircraft. Placing ourselves at the perfect distance so we can feel the passion and warmth of each individual heart.

It’s not the volume of vehicles we produce that counts. It’s the number of smiles we encourage.

We have evolved from making things to lighting up people’s hearts. We want Subaru to continue to brighten in people’s hearts and fill them with abundant smiles.

SUBARU, from automobiles. SUBARU, from aircraft.
More than just a company that makes cars, aircraft, and related technologies, Subaru aims to be a company that makes our customers smile. In every era, our goal is to be a trusted partner for our customers and engage sincerely with them through attractive and distinctive products and services that deliver Enjoyment and Peace of Mind.

In this once-in-a-century period of profound transformation, the automobile industry is required to respond to the new domains of CASE (connected, autonomous/automated, shared & services, and electric) not conventionally associated with car-making. Subaru is by no means a large player in the automobile industry, and it would be difficult for us to develop everything we need on our own. Our business model aims to differentiate Subaru from our competitors by selecting and concentrating on areas where we can enhance our strengths and distinctive features, and focusing our limited resources on such fields in pursuit of the added value that our customers seek. In other areas, we respond appropriately and efficiently by collaborating with Toyota Motor Corporation and a range of other business partners.

Specifically, based on our mid-term management vision for 2025, “STEP,” announced in July 2018, we are placing both our automotive and aerospace businesses on a strong footing for steady, sustainable growth by further accelerating our efforts to address three key themes: corporate culture reforms, quality enhancement, and the “Subaru-zukuri” (make-a-Subaru) initiative.

Guided by our corporate philosophy of aiming to be a compelling company with a strong market presence built upon the customer-first principle, we will continue our day-to-day efforts to contribute to meeting diversifying societal needs, fulfill our corporate social responsibilities, and make Subaru a company that is trusted by and resonates with our customers around the world.

I very much appreciate your continued support.

Tomomi Nakamura
Representative Director, President and CEO
Subaru Corporation
History of the SUBARU Group

SUBARU, which can trace some of its roots to Aircraft Research Laboratory, has continuously nurtured highly creative technologies and increased corporate value by pursuing business alliances to respond to major changes in the times. Here we outline the history of the SUBARU Group to date.

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“SUBARU” is Japanese for the Pleiades star cluster in the constellation Taurus. These stars are also known as “six-star group.” The name reflects the fact that Fuji Heavy Industries was formed from capital contributions from five companies that sprang from Nakajima Aircraft.

**Origin of the SUBARU Name and Logo**

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<tr>
<td>1989</td>
<td>Establishment of Subaru Canada, Inc. (SCI)</td>
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<td>1989</td>
<td>Completion of Subaru Research &amp; Testing Center (SKC)</td>
</tr>
<tr>
<td>1990</td>
<td>Subaru of America (SOA) made a wholly owned subsidiary</td>
</tr>
<tr>
<td>1991</td>
<td>Participation in the Boeing 777 program</td>
</tr>
<tr>
<td>1993</td>
<td>Start of operation of the Handa Plant</td>
</tr>
<tr>
<td>1999</td>
<td>Capital and business alliance with General Motors Corporation (GM) (USA)</td>
</tr>
<tr>
<td>1999</td>
<td>Business alliance with Suzuki Motor Corporation</td>
</tr>
<tr>
<td>2000</td>
<td>Dissolution of the business alliance with Nissan Motor Co., Ltd.</td>
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<tr>
<td>2002</td>
<td>Dissolution of the SIA joint venture with Isuzu Motors Ltd. and formal signing of a contract production agreement</td>
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<tr>
<td>2003</td>
<td>The Legacy wins the 2003–2004 Car of the Year Japan award</td>
</tr>
<tr>
<td>2003</td>
<td>Subaru of Indiana Automotive, Inc. (SIA) made a wholly owned subsidiary</td>
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<tr>
<td>2005</td>
<td>Participation in the Boeing 787 program Delivery of main wings for next-generation transport aircraft and next-generation fixed-wing patrol aircraft</td>
</tr>
<tr>
<td>2005</td>
<td>Dissolution of the alliance with GM, agreement to enter into a business alliance with Toyota Motor Corporation</td>
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<tr>
<td>2007</td>
<td>Start of production of Toyota cars (Camry) at SIA</td>
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<tr>
<td>2012</td>
<td>Start of knockdown production of the SUBARU XV in Malaysia</td>
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<td>2012</td>
<td>Termination of production of mini-vehicles and shift to marketing on an OEM basis</td>
</tr>
<tr>
<td>2014</td>
<td>Signing of an agreement to participate in a project to develop and mass produce the Boeing 777X</td>
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<td>2016</td>
<td>Termination of contract production of the Toyota Camry at SIA Transfer of production of Impreza vehicles for North America to SIA</td>
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<td>2016</td>
<td>All-new Impreza Sport/GR wins the 2016–2017 Car of the Year Japan award</td>
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<td>2017</td>
<td>Change of company name to SUBARU CORPORATION</td>
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<td>2017</td>
<td>Termination of production and sales of SUBARU general-purpose engines and generators</td>
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<tr>
<td>2018</td>
<td>Introduction of the SUBARU BELL 412EPX helicopter</td>
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**Timeline of SUBARU Models and Events**

- **1992**
  - Impreza series released
  - Forester released
- **1997**
  - Vivio released
- **1998**
  - Pleo released
- **2003**
  - Outback released
- **2005**
  - B9 Tribeca released
- **2008**
  - Exiga released
- **2012**
  - SUBARU BRZ released
  - SUBARU XV released
- **2014**
  - Levorg released
  - WRX released
- **2018**
  - Ascent released (Exclusively for North America)
SUBARU continues to develop cars that promise total driving enjoyment and safety for all passengers.

The launch of the SUBARU 360 in 1958 marked SUBARU’s start as an automaker. Ever since, we have contributed to the development of Japan’s automotive industry by creating a succession of distinctive cars equipped with creative technologies such as the horizontally opposed engine and Symmetrical All-Wheel Drive. We continue to take on new challenges in order to provide all of our customers with “Enjoyment and Peace of Mind.” For example, we continue to evolve the EyeSight driver assist system, have improved safety performance and driving performance by adopting the Subaru Global Platform, our next-generation vehicle platform, and were the first Japanese automaker to use a pedestrian protection airbag.

Overview of FYE March 2019
- Consolidated global unit sales decreased by 6.3% year on year to 1,000,000 units.
- Sales in Japan were 135,000 units. Overseas sales were 865,000 units.

* Vehicle volume figures are rounded off to the nearest thousand

Consolidated Automobile Sales by Region (Thousand units)
- Japan ............................... 135
- United States .................... 660
- Canada ............................. 57
- Russia ............................. 32
- Europe ........................... 23
- Australia .......................... 42
- China ............................. 22
- Others ............................ 43
- Total ............................... 1,000
Product Lineup

Legacy Series

**LEGACY**
- Consolidated unit sales: 260,000 units
- Sales regions: Japan, North America, Russia, Europe, Australia, China, and other

**OUTBACK**

**FORESTER**
- Consolidated unit sales: 260,000 units
- Sales regions: Japan, North America, Russia, Europe, Australia, China, and other

**WRX**
- Consolidated unit sales: 41,000 units
- Sales regions: Japan, North America, Russia, Europe, Australia, and other

Impreza Series

**IMPREZA**
- (SEDAN)
- Consolidated unit sales: 322,000 units
- Sales regions: Japan, North America, Russia, Europe, Australia, China, and other

**SUBARU XV**
- (North America: CROSSTREK)
- Consolidated unit sales: 7,000 units
- Sales regions: Japan, North America, Europe, Australia, and other

**ASCENT**
- (Exclusively for North America)
- Consolidated unit sales: 67,000 units
- Sales region: North America

**LEVORG**
- Consolidated unit sales: 15,000 units
- Sales regions: Japan, Europe, Australia, and other

**SUBARU BRZ**
- Consolidated unit sales: 7,000 units
- Sales regions: Japan, North America, Europe, Australia, and other

OEM Models

**JUSTY**
- Consolidated unit sales: 28,000 units
- Sales region: Japan
- (OEM supply from Daihatsu Motor Co., Ltd.)

**CHIFFON**

**DIAS WAGON**

**STELLA**

**PLEO**

**SAMBAR**

* For the period from April 1, 2018 to March 31, 2019
* Automobile sales of SUBARU CORPORATION and its consolidated subsidiaries
Business Overview

Automotive Business Unit

The SUBARU Concept of All-Around Safety

Aiming for the highest level of peace of mind and safety for all passengers

SUBARU pursues automobile safety performance from every perspective and is refining and perfecting core technologies on the basis of four safety criteria: primary safety, active safety, preventive safety, and passive safety.

Safety Performance Recognized Worldwide

SUBARU has received the highest rating in the NCAP\(^1\) conducted by the authorities in Japan, the U.S., Australia, and other countries, as well as in the safety performance assessment conducted by the IIHS\(^2\) in the U.S.\(^3\)

In the IIHS safety performance assessment, all models equipped with EyeSight and specific headlights received the 2019 Top Safety Pick Plus (TSP+) rating. The 2019 TSP+ awards only apply to the North America models.

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\(^{1}\) NCAP: New Car Assessment Program
\(^{2}\) IIHS: Insurance Institute for Highway Safety
\(^{3}\) For ratings details, please refer to rating agency websites

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**SUBARU Core Technologies**

**Horizontally-Opposed Engine (Boxer engine)**

**Compact, low center of gravity**

The horizontally opposed engine has pistons arranged symmetrically to the left and right of the crankshaft. Since the opposed pistons mutually cancel out engine vibrations, the engine can rotate smoothly, which reduces vibrations conveyed to the vehicle interior. The engine’s low height and compact design contribute to low vehicle center of gravity. The stable attitude provides a high sense of security during driving.

**Symmetrical All-Wheel Drive (AWD)**

**Superior overall weight distribution**

The combination of the low center of gravity provided by the horizontally opposed engine and superior longitudinal-transverse weight balance achieved by placing the transmission near the center of the vehicle maximizes all-wheel drive capability and delivers superb driving performance in various conditions. SUBARU has been committed to Symmetrical AWD as a core technology that drivers can depend on in every situation from day-to-day town use to high-speed highway driving.

**Subaru Global Platform**

**A next-generation vehicle platform designed with the future in mind, looking ahead to 2025**

SUBARU is sequentially introducing the Subaru Global Platform, starting with the all-new Impreza launched in October 2016. The new vehicle platform substantially increases body and chassis rigidity and further lowers vehicle center of gravity, raising the level of active safety and passive safety and delivering responsive handling performance and a comfortable ride with reduced unpleasant vibration and noise.

**EyeSight Driver Assist System**

**Stereo cameras for advanced object recognition capabilities**

The use of two cameras positioned to the left and right, like human eyes, contributes to preventive safety by helping avoid accidents, reduce impact, and alleviate driver burden by enabling three-dimensional recognition of cars, pedestrians, and other objects in front of the vehicle and accurate recognition of the distance, shape, and speed of movement of these objects. SUBARU began development of a driver assist system using stereo cameras in 1989. Application of research results and experience accumulated over many years since then has culminated in EyeSight, a system that anyone can use with peace of mind. In 2017, we introduced EyeSight Touring Assist, which dramatically reduces driver fatigue by automatically assisting accelerator, brake, and steering operation at a wide range of speeds from 0 to approximately 120 km/h for expressway driving.

SUBARU pursues “protecting people’s lives” and evolves preventive safety technologies with the aim of eliminating fatal accidents involving SUBARU vehicles* by 2030.

* Elimination of accidents resulting in the death of drivers or passengers in SUBARU vehicles and accidents resulting in the death of pedestrians, cyclists, or other persons due to collision with SUBARU vehicles
The Forester won the JNCAP First Prize in the collision safety performance assessment for earning the highest score in the 2018 Japan New Car Assessment Program (JNCAP) collision safety performance assessment. It also received Advanced Safety Vehicle Triple Plus (ASV ++++) rating, the highest rating in the preventive safety performance assessment. The Forester’s high safety performance in a wide range of areas from accident risk reduction to collision damage reduction has been demonstrated once again.

Debut of the All-New FORESTER

As a top-selling model in the SUBARU lineup, the all-new fifth-generation Forester is positioned as a key part of the company’s global strategy. The new model offers packaging that balances excellent handling with a spacious interior as well as easy-to-use features, bringing comfort and enjoyment for all passengers. Under SUBARU’s design philosophy “Dynamic x Solid,” we have created the new design for the Forester that imparts a feeling of the toughness of an SUV and easy-to-use functionality.

- Incorporates the Driver Monitoring System,¹ a SUBARU’s first-ever occupant recognition technology
- Equipped with the e-BOXER² power unit system, which makes everyday driving enjoyable thanks to smooth acceleration from a motor assist function
- Incorporates the Subaru Global Platform, which provides top-of-class comfort and safety performance
- Pedestrian protection airbags and EyeSight Touring Assist, the latest advanced safety equipment, come standard³ in all models

1 A safety feature designed to alert an inattentive driver, not to prevent driver inattention or accidents
2 A hybrid system that combines a horizontally-opposed engine and electric-drive technology for eco-friendly performance in addition to SUBARU’s signature driving enjoyment
3 The Forester specifications shown on this page are the specifications in Japan
Concept of the All-New Forester

We defined the SUBARU value proposition that shaped development of the Forester as "Trust in Forester—Able to go anywhere, suitable for use in any situation." We created the product by following the core concept of the previous model and adding new value concepts. We sought to add two new value concepts. The first is the ability to share comfort and a dynamic space, for all passengers alike—the driver and loved ones. The second is that through owning or riding in the vehicle, drivers will feel able to embark on an exciting adventure and that all passengers, regardless of generation, can feel a sense of adventure. These two value concepts are the key development themes for the new Forester.

Comfort for Loved Ones

When I considered what makes a comfortable car, I thought of the Japanese expression ふくよか (meaning “well-rounded”). As an example, for the door trim, we used soft-touch materials all the way up to the top of the window shoulder and, for areas that come into contact with the body, we devised a way of expressing interior richness with a spacious seating area and plush interior surfaces. As a result of thinking through how to provide comfort, we concentrated on creating comfort with an emphasis on the back-seat area. For instance, we created spacious legroom by using nearly all of the added wheelbase length of the new platform for the rear seats and also enhanced the comfort of the rear-seat environment. Furthermore, although the Driver Monitoring System (DMS) was initially conceived for the purpose enhancing safety and peace of mind, such as through preventing the driver from dozing off, since a key objective was to create a comfortable car, we brainstormed ways of utilizing the DMS to enhance vehicle comfort. We came up with an idea to increase the customer value of the DMS by utilizing the facial recognition software to automatically adjust the driver’s seat position and mirror angles to preset individual preferences.

Stir of Adventure

The word “adventure” can mean many things: for instance, the sense of expectation when the driver straps into the driver’s seat or the feeling of excitement about going on a new journey together with loved ones. First, we thought about how to embody the notion of adventure in a car and decided to do everything we could to achieve this. One example of this is the cargo area, designed to contribute to a sense of excitement. The engineers and designers drew up plans and considered together how to create a cargo area that looks spacious from the rear and has a large luggage area with room to stow everything needed for a family picnic. The result is a cargo area with a 1,300-mm extra-wide rear gate opening, which is exciting in its potential.

The e-BOXER power unit was first conceived with the idea of using an electric motor to enhance traditional SUBARU strengths, not simply to improve fuel economy. However, following repeated discussion among the project team members, we decided to use a motor to compensate for the weaknesses of gasoline engines. The advantage of a motor is that since it runs on electricity, it can be simply switched off and on. Using an electric motor for functions for which a gasoline engine is ill suited, resulted in much smoother driving performance. We also considered whether we could use the motor to further improve driving performance on uneven road surfaces. Getting just the right amount of engine power using the accelerator is most difficult at the slow speeds required for rough and bumpy terrain. Since (unlike a gasoline engine) motor operation varies linearly with the accelerator pedal position, cars equipped with the e-BOXER power unit become a great deal easier to drive. By combining e-BOXER with X-MODE4 and concentrating on using the motor to assist when the accelerator pedal is pressed, we were able to evolve X-MODE to make it easier to drive even on bad roads. I think that the development of e-BOXER has allowed us to create a car that really supports a sense of adventure.

4  X-MODE is an AWD control function. Appropriately controlling the driving force of the four wheels, braking, and other vehicle functions makes it possible to smoothly escape from bad road conditions.
Aerospace Company

Leveraging tradition and innovative technologies to develop and produce a wide variety of aircraft.

SUBARU’s roots trace to 1917 and Aircraft Research Laboratory, later to become Nakajima Aircraft. The Aerospace Company, which has inherited Nakajima Aircraft’s manufacturing technologies and spirit, leads Japan’s aerospace industry and develops and produces a wide variety of aircraft.

In the defense program, we develop, manufacture, maintain, repair, and provide technical support for products such as the UH-1J utility helicopter used by the Japan Ground Self-Defense Force for disaster relief and other purposes, the T-5 Maritime Self-Defense Force trainer, unmanned aerial vehicles (more than 15 models developed over a half century), and flight simulators. In the commercial program, we participate in many international joint development projects for Boeing. For the 777X, Boeing’s newest large passenger airliner, we are responsible for the Center Wing and its integration with main landing gear (MLG) wheel well, as well as MLG doors and Wing-to-Body Fairings (forward). In addition, taking advantage of an alliance with Bell Textron, we jointly developed the SUBARU BELL 412EPX and have started sales.

By further refining our technologies through involvement in a wide variety of aircraft programs, we will continue to take on additional challenges for growing into an aircraft manufacturer with a global presence.

Consolidated Net Sales Contribution Ratio of the Aerospace Company

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<tr>
<th>Net Sales (Billions of yen)</th>
<th>151.7</th>
<th>142.2</th>
<th>138.8</th>
<th>131.7</th>
</tr>
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<tbody>
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<td>'19/3'</td>
<td>'18/3'</td>
<td>'17/3'</td>
<td>'16/3'</td>
<td>'15/3'</td>
</tr>
</tbody>
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* Change of accounting policy effective from FYE March 2019 (deduction of sales incentives from net sales)
Retroactively applied to the figures for FYE March 2018

<table>
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<th>Operating Income (Billions of yen)</th>
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<th>18.2</th>
<th>9.1</th>
<th>6.0</th>
</tr>
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<td>'18/3'</td>
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</tr>
</tbody>
</table>

Boeing 777X

SUBARU BELL 412EPX
Overview of Center Wing Box and SUBARU’s Technology

SUBARU’s advanced technological capabilities continue to support the development and production of wings that have proven their worth in the world’s skies for more than 40 years.

Since first participating in the Boeing passenger program in 1973, we have been involved in development and production as a key partner of Boeing for more than 40 years. We manufacture the center wing box, the critical aircraft section where the right and left wings are attached to the forward and aft fuselage sections. Since the center wing box contains the fuel, they must have high mechanical strength and high fluid tightness. For these reasons, great accuracy and advanced assembly technologies are required for its manufacture, and SUBARU is one of the few companies capable of making them. The Handa Plant, where center wing boxes are manufactured, is a global-level production center that produces these parts for the new Boeing 777X as well as for the Boeing 777 large airliner, the Boeing 787 mid-size airliner, the Ministry of Defense’s P-1 maritime patrol aircraft, and the C-2 transport aircraft.

SUBARU’s advanced technological capabilities are recognized worldwide. For example, we engage in development on the “Drop test for Simplified Evaluation of Non-symmetrically Distributed sonic boom” Project (D-SEND) together with Japan Aerospace Exploration Agency (JAXA).

Message from the Company President

The Aerospace Company will contribute to the enhancement of the SUBARU brand.

We are a start-to-finish aircraft builder with a wide-range of integration capability from aircraft development and manufacturing to flight testing. Flight safety is an important factor for aircraft, and for many years we have fostered a culture in which quality and safety are recognized as inextricably linked and uncompromisingly pursued. This total safety concept is at the core of SUBARU’s DNA.

In the commercial airplane business, the production rate of the Boeing 787, which is our major product, has reached 14 shipsets per month. Meanwhile, for the Boeing 777X, the latest derivative of the Boeing 777 series, we have completed delivery of components for test airplanes and expect full-scale production to start.

In the defense program, we have successfully made the first flight and delivered the prototype of a New Utility Helicopter for Japan Ground Self-Defense Force in FYE March 2019. We have begun production of the SUBARU BELL 412EPX, which is based on the New Utility Helicopter, and will engage in full-scale production and sales from FYE March 2020.

We will continue to hone and perfect every aspect of our business and pursue further growth with the aim of expanding the SUBARU brand to the sky and space.
The SUBARU Group engages in CSR activities with the aim of contributing to society through its business and achieving a sustainable society.

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

**Corporate Code of Conduct**
SUBARU CORPORATION sets down the Corporate Code of Conduct to comply with laws and regulations and to fulfill its social responsibilities based on its corporate philosophy. We will continue to strive to become a company loved by all and contribute to making society more affluent by respecting individuals and the Corporate Code of Conduct and acting on the same sense of values.

<table>
<thead>
<tr>
<th>Corporate Code of Conduct</th>
<th>1. We develop and provide creative products and services while paying sufficient attention to the environment and safety.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. We respect the rights and characteristics of individuals.</td>
</tr>
<tr>
<td></td>
<td>3. We promote harmony with society and contribute to the prosperity of society.</td>
</tr>
<tr>
<td></td>
<td>4. We meet social norms and act honestly and fairly.</td>
</tr>
<tr>
<td></td>
<td>5. We maintain global perspective and aim to be in harmony with international society.</td>
</tr>
</tbody>
</table>

**Management Philosophy**
Aiming to be a compelling company with a strong market presence built upon its customer-first principle.

**Our Approach to CSR**
The world faces a great many social issues and challenges, such as global warming, human rights issues, and an aging and declining population, and there are rising expectations that corporations will help resolve these issues. Initiatives to address a variety of social issues are required in the SUBARU Group’s business domains, such as efforts to reduce environmental impact, prevent traffic accidents, and alleviate traffic congestion.

Therefore, as a corporate citizen we not only develop, manufacture, and sell products with outstanding safety and environmental performance and quality, but we also engage in CSR activities to meet the needs of society and address social challenges. The automotive industry has entered a once-in-a-century transition period and the social environment is constantly changing. We consider it necessary to promote and ensure the penetration of CSR initiatives on a Group-wide, global scale to contribute to society through our businesses and meet stakeholder expectations and demands. To that end, in FYE March 2019 we reviewed the Eight CSR Action Items and newly defined Six Priority Areas for CSR.

By applying the thought process behind the Six Priority Areas for CSR to how we conduct business, we will fulfill our social responsibilities as a corporation and continue to provide “Enjoyment and Peace of Mind” to our customers and other stakeholders. In so doing, the SUBARU Group will become a corporate group trusted by society and contribute to the creation of a more affluent, sustainable society as a truly global company.
Application of the Six Priority Areas for CSR in Management

The SUBARU Group
6 Priority Areas for CSR

SUBARU
Board of Directors
Executive Management
Board Meeting

The SUBARU Group
6 Priority Areas for CSR

People-oriented Car Culture
Resonance and Coexistence
Peace of Mind
Diversity
Environment
Compliance

Stakeholders
Information disclosure and dialogues

CSR Policy (Revised in June 2009)

1. We respect the laws and regulations, human rights, international standards of behavior and the rights and morals of stakeholders under our Corporate Code of Conduct.

2. We become involved as a corporate citizen in addressing social issues facing society today.

SUBARU Environmental Policies

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.

[Established: April 1998, Revised: April 2017]
Global Network

Main Overseas Business Sites

1. Subaru Europe N.V./S.A.
2. Subaru Italia S.p.A.
3. N.V. Subaru Benelux
4. Subaru Vehicle Distribution B.V.
5. Subaru of China Ltd.
6. Subaru Technology Beijing, Co., Ltd.
7. Subaru of America, Inc.
10. Subaru of Indiana Automotive, Inc.
11. Subaru Canada, Inc.

Production Models:
Legacy, Outback, Impreza, and Ascent

Handa West Plant

Main Domestic Business Sites

Gunma Plant

<table>
<thead>
<tr>
<th>Plant</th>
<th>Production Models</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Plant</td>
<td>Levorg, Impreza, SUBARU XV, WRX, and SUBARU BRZ</td>
</tr>
<tr>
<td>Yajima Plant</td>
<td>Legacy, Outback, Impreza, SUBARU XV, and Forester</td>
</tr>
<tr>
<td>Oizumi Plant</td>
<td>Automobile engines and transmissions</td>
</tr>
</tbody>
</table>

Aerospace Company

Handa Plant

Tokyo Office

Aerospace Company

Utsunomiya Plant

1. Head Office
Corporate Data (As of March 31, 2019)

Company Name: SUBARU CORPORATION
Established: July 15, 1953
Paid-In Capital: ¥153,795 million
Number of Employees: 15,274 (consolidated: 34,200)
(excluding executive officers, advisors and dispatches)
Main Businesses:
- Automotive: The manufacture, sale, and repair of passenger cars and their components
- Aerospace: The manufacture, sale, and repair of airplanes, aerospace-related machinery and their components
Number of Affiliates: 78 consolidated subsidiaries and 10 equity-method affiliated companies
Website Addresses:
- Corporate website: https://www.subaru.co.jp/en/
- The official SUBARU website (automobiles): https://www.subaru-global.com

Directors and Auditors (As of June 21, 2019)

Director of the Board
Chairman
Yasuyuki Yoshinaga

Representative Director of the Board
President and CEO
Tomomi Nakamura

Representative Director of the Board
Deputy President
Kazuo Hosoya

Director of the Board
Executive Vice Presidents
Toshiaki Okada
Yoichi Kato
Tetsuo Onuki

Outside Directors
Shigehiro Aoyama
Yasuyuki Abe
Natsunosuke Yago

Standing Corporate Auditors
Akira Mabuchi
Shuzo Haimoto

Corporate Auditors
Shigeru Nosaka
Kyoko Okada

Consolidated Net Sales Contribution Ratio by Business Unit

Aerospace Company
131.7 billion yen
(4.2%)

Other
14.4 billion yen
(0.5%)

Consolidated Net Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic</th>
<th>Overseas</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/3</td>
<td>2,877.9</td>
<td>3,232.3</td>
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<tr>
<td>16/3</td>
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<td>3,160.5</td>
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<tr>
<td>18/3</td>
<td>3,160.5</td>
<td></td>
</tr>
<tr>
<td>19/3</td>
<td></td>
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</tbody>
</table>

* Change of accounting policy effective from FYE March 2019 (deduction of sales incentives from net sales)
Retroactively applied to the figures for FYE March 2018