

Social Report

Corporate Philosophy

The manufacturing principles of SUBARU are built on the tradition of aircraft manufacture established by Nakajima Aircraft, the predecessor of SUBARU. The DNA of our company consists of pursuit of the best performance, the fundamental concepts for designing aircraft, a concentrated, lean package to materialize it, and thorough implementation of safe operations under all environments. While maintaining an emphasis on these principles, we will strive to develop new values and actively work on environmental problems and compliance issues while treasuring our tradition, so that SUBARU will be able to provide customers and other stakeholders with more satisfaction and reliance, and subsequently coexist in harmony with society.

- (1) We will strive to create advanced technology on an ongoing basis and provide customers with distinctive products with the highest level of quality and customers satisfaction.
- (2) We will aim to continuously promote harmony between people, society, and the 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.

Corporate Code of Conduct

SUBARU set down a corporate code of conduct to comply with laws and regulations and to fulfill its social responsibilities, based on our 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.

- (1) We will develop and provide creative products and services while paying sufficient attention to the environment and safety.
- (2) We will respect the rights and characteristics of individuals.
- (3) We will promote harmony with society and contribute to the prosperity of society.
- (4) We will meet social norms and act honestly and fairly.
- (5) We will maintain global perspective and aim to be in harmony with international society.



What SUBARU Wants to Be

Moving Forward to Turn Our Vision to be: “A Compelling Company with Strong Market Presence”

We mapped out the medium-term management plan for FY2007 through FY2010 as a step toward what we want to be: “A Compelling Company with Strong Market Presence”, and are currently proceeding with it. Before working out the mid-term management plan, the once somewhat too much Technically-oriented internal cornerstone was reviewed getting back to from where we started with the “Customer Comes First” policy.

The impact of the world-wide economic crisis since the latter half of FY2008 has also been significant in the automotive market while the industry had to meet increasingly stringent environmental regulations. We pursued programs to drive forward a reform to strengthen the corporate vitality and offer products based on the needs of the times by taking another look at the work processes and cost structures in response to the changing external environment.

On the product side, we offered a new value “leisurely grand touring” in the new 5th-generation LEGACY with its comfortable interior space, excellent driving performance and good fuel economy, which is the embodiment of the SUBARU’s proposition of “un-experienced driving” and its commitment to addressing environmental issues such as global warming.

We also enriched the product lineup mainly of mini cars by making use of collaborative relationship with the Toyota group, while improving the system to have requests of customers reflected in products and the framework of sales and services inside and outside the country. Furthermore, at domestic SUBARU dealerships are working to turn themselves into “A Compelling Company with Strong Market Presence” and “A Company Fulfilling its Social Responsibilities ” by enhancing customers’ satisfaction and the brand image through coping with environmental issues with acquisition of the Eco-Action21 and improving management vitality with structural reforms including reorganization of sales network and cost reductions.

Also, we will focus on the development of human resources through education and trainings, while revitalizing discussions in-house and within the whole SUBARU group based on “The New 3 Criteria^{※1}”, thus building up the corporate vitality for ever-lasting growth.

It is our dream and wish that we could set an example of a company where employees work with pride in its every business field through promoting such activities step by step and evolving them into future, while establishing the SUBARU brand supported by customers.

※1 “The New 3 Criteria”:
“Good for customers?” “Helps for Group’s Growth?” “Helps for Employees’ Growth?”

CSR Policy

The Mission of Fuji Heavy Industries Ltd. Group

The CSR Policy was revised with the approval of the CSR and Environmental Committee^{※2} to clearly indicate the fundamental aspect of CSR focused on observance of the Corporate Code of Conduct and other vital rules and the strategic aspect of CSR focused on contribution to solving social issues as a corporate citizen through business activities, which requires the involvement of the whole corporate organization for a company which makes goods favored by customers.

Our CSR activities are the mission of the group of Fuji Heavy Industries to contribute to sustainable development of the society through global business activities with focus on the relationships with our diversified stakeholders.

※2 For CSR and Environmental Organization chart, please see page 40 on this report.

「CSR Policy」 (Revised in June 2009)

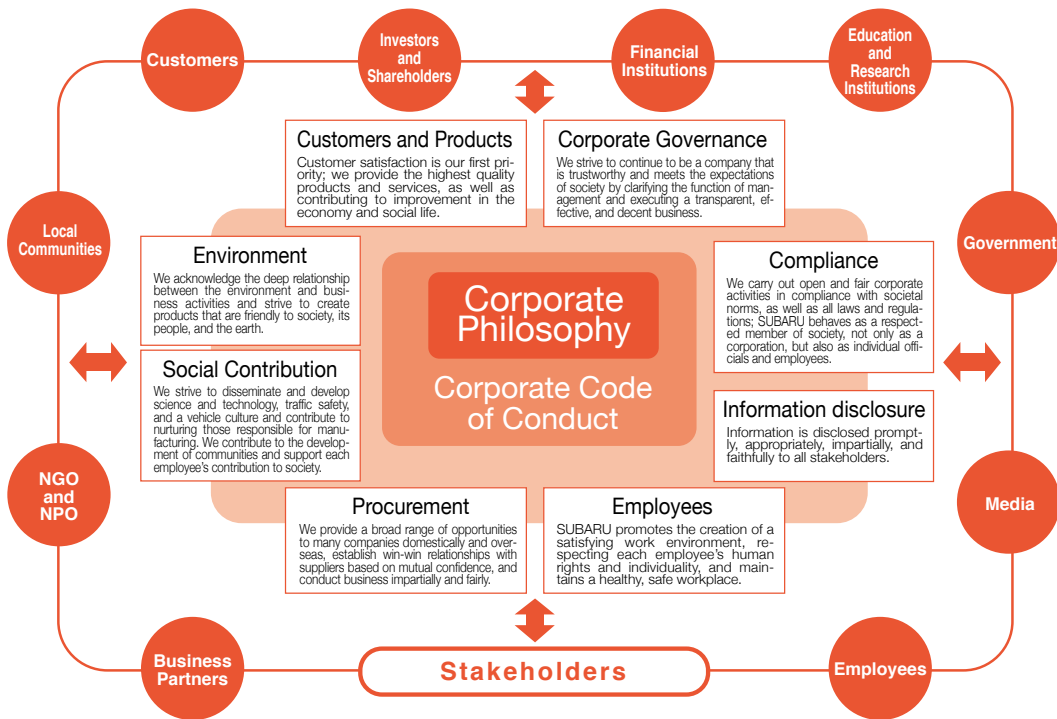
1. We will respect the laws and regulations, the human rights, the international standard of behavior and the rights and morale of stakeholders under the “Corporate Code of Conduct” of Fuji Heavy Industries.
2. We will get ourselves involved as a corporate citizen in addressing social issues facing the society today.

CSR Management

In pursuit of a company trusted by many diversified stakeholders

The medium-term management plan which was announced on February 28, 2007, covering the 4-year period from the FY2007 through FY2010, has the “a Company Fulfilling its Social Responsibilities” as one of the management visions. This is one of the fundamental items indispensable to realize the long-term vision of Fuji Heavy Industries:”a Compelling Company with Strong Market Presence”. With this vision and the basic policy, “Everything We Do is for our Customers” in mind, we are determined to enhance the corporate value by working hard to turn Fuji Heavy Industries into a company trusted by many diversified stakeholders, while contributing to sustainable social development.

◆ Relationship to Stakeholders

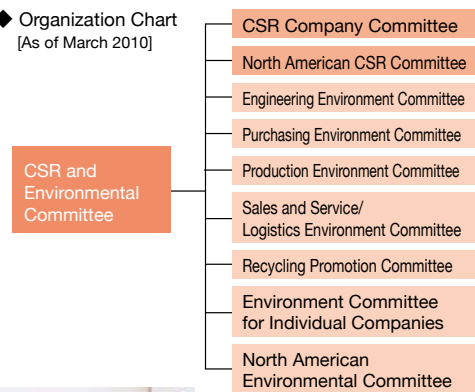


System of CSR and Environmental Committee and Operation

We set up “the CSR and Environmental Committee” as a company-wide committee organization by the top management to promote CSR activities by reviewing, discussing, making decisions and exchanging information in connection with CSR activities. In the FY2009, the committee meetings were held on May 27 and November 10. Meanwhile, the manufacturing divisions, offices and the head office formulated their annual CSR activity plans and execute them, systematically implementing their voluntary programs according the plans.

As a way to reinforce CSR promotions, the CSR and Environmental Committee will be reviewed for a setup for sure management of vital CSR issues, which will help to vitalize CSR activities furthermore.

◆ Organization Chart [As of March 2010]



A scene at the CSR and Environmental Committee

Review of FY2009 and Plan for FY2010

Getting the systematic CSR activities settled

Coordinated approaches began in FY2006 in 4 phases: grasping the current status and issues, organizing and starting up, promoting and getting the activities settled. We have been moving forward along their respective schedules.

Approaches in FY2009

The CSR Policy was revised taking into account the following: the need to respond precisely to global issues as typified by environmental problems, multitude of moves outside including CSR-related guidelines as represented by the ISO 26000 SR (Social Responsibility) and opinions from stakeholders.

By this revision, the fundamental and strategic aspects of CSR which are essential requirements of manufacturing corporations which offer goods and services on a going basis have been clearly defined.

In addition, the 3 pillars of CSR activities (environmental activity, traffic safety and contribution to local communities) set in FY2007 are positioned as the areas to be commonly practiced on an individual ba-

sis throughout the organization. Such approach is intended to make systematic CSR activities come to stay and enhanced and is being spread to group companies overseas through the North American CSR Committee.

Approaches in FY2010

In FY2010, vital issues to be addressed by each department will be made clear and building a framework will be prompted to allow individual employees to fulfill social responsibilities through performing their own jobs.

Such vital CSR issues will be studied and addressed as items of a CSR voluntary plan. Our approaches to them will be made clear to stakeholders and CSR activities will be pushed forward to solve multiple of social issues. In formulating the CSR voluntary plan, guidelines including the one of ISO 26000 SR (Social Responsibility) and requests from stakeholders will be factored in.

About enhancement of CSR promotion framework, it will reviewed the CSR and Environmental Committee to raise the level to manage vital CSR issues,

3 pillars of CSR activities of SUBARU group

Common Item	Idea	Contents
Environmental Activity	First grasp impacts of daily business and household activities on environment, then take actions starting from where we can. Promote awareness for energy saving at home against global warming.	Participation in Team Minus 6%*1 (a national campaign against global warming) Promotion of eco-minded actions at home Approaches to group companies
Traffic Safety	Strive conscientiously to reduce traffic accidents as transport equipment maker. Work for zero traffic violations and accidents.	Open safe-driving classes Tie-up with local governments Promote public transports
Contribution to local communities	Strive to contribute to local communities who are vital partners in conducting business.	Clean around plants, Tie-up with local governments, Support local events



A scene of North American CSR Committee (It was held via TV conference in November 5, 2009.)

*1 It has been changed to "Challenge 25" since January 14, 2010.

CSR action plans

FY2006	FY2007	FY2008	FY2009	FY2010
	Phase1	Phase2	Phase3	Phase4
Current Issue	Overhaul and Startup	Specific Actions	Fixing Actions	Enhancement
Raise awareness of links of individual's behaviors with CSR	<ul style="list-style-type: none"> ① CSR class added in training programs for new general managers ② CSR concept introduced to affiliates in North America as group activities ③ CSR activities promoted on trial using EMS's procedures (at head office) 	<ul style="list-style-type: none"> ① To be build in skill-specific trainings practiced at each manufacturing division ② Promoted systematic CSR actions at affiliates in North America ③ Promoted SUBARU group-common programs and enhanced it ④ Reviewed CSR policies with a background that increasing attention on CSR activity on the world trend. 	<ul style="list-style-type: none"> ① Revised the CSR policies based on the world trends. ② Thoroughly known the revised CSR policies to all. ③ CSR class was added in training programs for new managers ④ Promoted the level up of North American CSR Committee. ⑤ Started to progress to consideration of CSR voluntary plan. 	<ul style="list-style-type: none"> ① Identify vital CSR issues to be addressed by each department ② Review and formulate a CSR voluntary plan ③ Spread the CSR voluntary plan to the North American CSR Committee
Build system to efficiently and reasonably share, adjust, cascade and summarize CSR-related information	<ul style="list-style-type: none"> ① Corporate Environment Committee reorganized as CSR and Environmental Committee to review both CSR and EMS by top management ② Company-wide cross functional organization built by assigning members who represent each manufacturing division ③ Company-wide CSR activities reviewed and new action programs mapped out 	<ul style="list-style-type: none"> ① CSR and EMS matters to be closely reviewed by top management at CSR and Environmental Committee ② Company-wide cross functional organization to be revitalized by members who represent each manufacturing division ③ Besides group-common 3 pillars, CSR activities to be promoted by manufacturing divisions for community contributions 	<ul style="list-style-type: none"> ① Through the opening of CSR and Environmental Committee constantly, realize the level up of CSR and EMS management skills. ② To promote the understanding and percolation of CSR activities into each Manufacturing Division. ③ Promoted the fixation of CSR activities based on group-common 3 pillars. 	<ul style="list-style-type: none"> ① Review the CSR and Environmental Committee to upgrade CSR promotion framework ② Raise the level to manage vital CSR issues

To Secure Satisfaction and Trust of Stakeholders

In order to provide both customers and stakeholders with even more satisfaction and reliance, SUBARU is striving to strengthen our corporate governance, which is the most important task for our business based on our corporate philosophy.

System of Corporate Governance

Striving to strengthen our system of corporate governance

Since June 1999, we have employed an executive officer system that helps clarify responsibilities to carry out operations in each division.

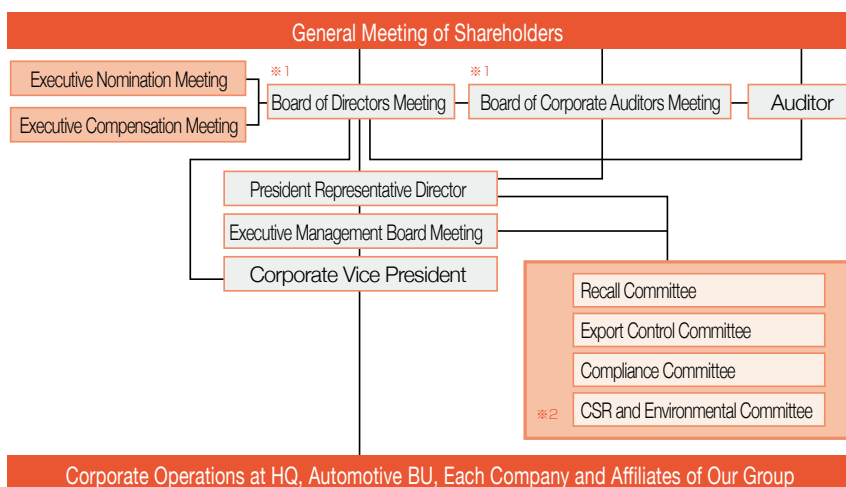
In addition, since June 2003, the terms of directors and executive officers have been reduced from two years to one. Also, since June 2004, according to the decision of the Board of Directors^{※1}, we have given responsibility for the selection of corporate officer candidates to the Executive Nomination Meeting and given responsibility for evaluating performance, determining the remuneration of corporate officers and others to the Executive Compensation Meeting.

All these measures are designed to clarify management decision-making and operational functions, increase decision-making speed and enhance the effectiveness of business operations. The Board of Corporate Auditors Meeting consists of 4 corporate auditors^{※1}, and is responsible for receiving reports on important auditing issues and deliberating accordingly. We will take various measures to further strengthen internal control, and will also disclose information fairly and in a timely manner in order to increase management transparency.

※1 The Board of Directors Meeting consists of 7 executives. The board of Corporate Auditors Meeting consists of 4 auditors, including 2 outside corporate auditors (one auditor is an individual auditor), to observe the corporate management objectively (as of March 31, 2010).

※2 CSR Committee and Corporate Environment Committee have been integrated into CSR and Environmental Committee, which have been operated since May 29, 2007.

◆ System of Corporate Governance



Establishment of Internal Control System

Completed the streamlining of system in the whole Fuji Heavy Industries Ltd. group

Internal control is an indispensable mechanism to achieve corporate objectives, and the top management is responsible to establish it and maintain its effectiveness and efficiency. In our case, common departments with Strategy Development Division with its cross-business unit functions as king pin work closely with other departments and Companies to step up the risk management. Internal Audit Department audits systematically group companies for their operations. In addition, to regulate the internal control system, there are systems and organizations to promote compliance, which is positioned as the most vital element in risk management. Also, the internal control system of the whole group has been overhauled and reinforced to comply with the “Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting” which was released to the public on February 15, 2007 by Business Accounting Council of Financial Service Agency, in the following areas:

1. Effectiveness and efficiency of business operations
2. Reliability of financial reporting
3. Compliance with applicable laws and regulations related to business activities
4. Safeguarding of assets

Risk Management

Business Activities will be ongoingly staged by Grasping and Evaluating Risks.

Risk management is being strengthened by upgrading the compliance system which is regarded as its base through close coordination with each department and company.

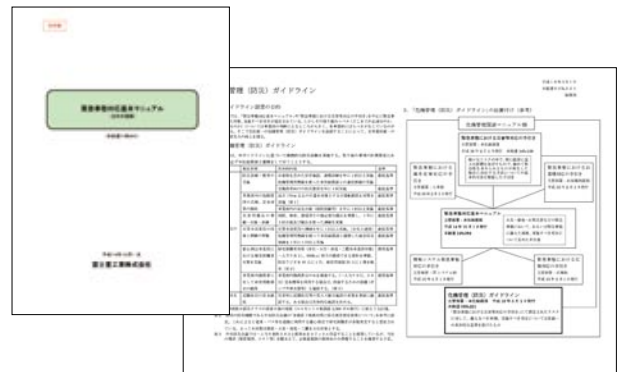
The business operations executed at each group company will be audited systematically.

Risk Control

Risk is classified and properly managed.

SUBARU understands that a risk is an uncertain element which gives some negative impact on our business operations. There are many types of risk. Among them, what affects the management seriously, causing an emergency situation which cannot be dealt with through the regular decision-making channel is “classified” as “crisis risk” and others are classified by their type into such risks associated with natural disaster, accident, internal and external human factors, social factors (domestic and overseas) and compliance.

In case of an emergency, we follow instructions on communication channel and actions most appropriate to deal with a particular situation as provided in a manual designed to meet various types of emergency after knowing its occurrence.



SUBARU emergency response procedure manual and crisis management (disaster prevention) guideline

Draw up BCP^{※1}

Mapped out BCP by business sites

We will exert the utmost effort to minimize negative impacts on services to customers, the market share and any loss of corporate value. In this respect, if our business resources including personnel, properties and monetary assets are affected under an emergent situation, we go all the way out to minimize the interruption of business on a priority basis with the rest of the resources available and to restore the operations expeditiously to the pre-mishap level.

Setting the basic policy to meet emergency situations as follows, we mapped out BCP by business unit and are promoting uninterruptable business operations.

- (1) Life and physical safety precede all other things.
- (2) Minimize the loss of the interests of stakeholders and corporate value.
- (3) Always act with honesty, fairness and transparency even in an emergency.

※1 Business Continuity Plan

Safeguard Against the New Flu

With the recent spread of new influenza infection, we have worked out preventative measures against infection under the leadership of the health and safety section. But, there is still a possibility that despite such preventative measures, the spread could get beyond control and make many employees unable to go out causing a disruption in driving business. To prepare for such a crisis situation, we have arranged procedures regarding possible temporary discontinuation of business and others in case infection spreads to the extent that normal execution of work or production becomes difficult.



Compliance

Foundation of Management and One of Most Important Issues

In SUBARU, it is regarded that corporate compliance as one of the most important tasks for management. We strongly recognize that our company-wide efforts toward regulatory compliance make for a solid management foundation, and therefore, we carry out open and fair corporate activities in compliance with social norms, as well as all laws and regulatory requirements and internal regulations for corporate activities.

Compliance

Corporate Code of Conduct and Conduct Guidelines

SUBARU has established a “Corporate Code of Conduct” and “Conduct Guidelines” as the standards to ensure compliance with laws and regulations. These are described in detail in the “Compliance Manual”, which all officials and employees carry in order to ensure legal and regulatory compliance in their daily actions.



Compliance Manual

Compliance System and Administration

Compliance Regulations

SUBARU established the “Compliance Regulations” in 2001 after approval of the board of directors. These regulations contain basic compliance policies, which provide for the system, organization, and operational methods related to corporate compliance.

SUBARU's Compliance System/Organization and Administration

“A Compliance Committee” has been established as a company-wide committee organization to promote corporate compliance. The committee conducts deliberations and discussions, renders determinations, and exchanges information on key compliance issues. Every year, each department devises a compliance implementation plan (compliance program) to enhance corporate compliance and takes the initiative to advance continuous and systematic implementation activities.

Compliance Hotline System

We have a “Compliance Hotline” as a by-pass communication channel which can be used by people who work in the SUBARU group and others to report any dubious compliance-related acts or practices they have found inside the group directly to “the Hotline Desk”.

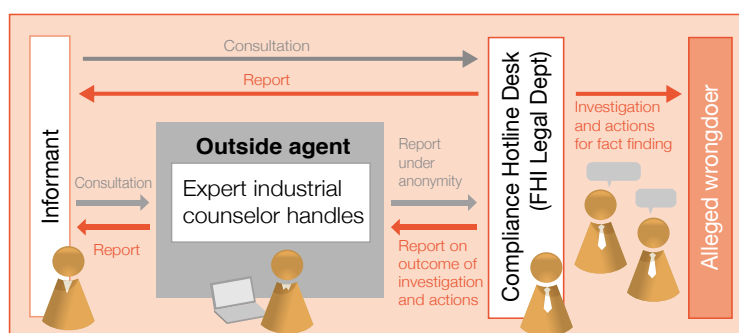
“The Hotline Desk” is located inside and assigned employees receive directly reports or information by mail, phone or e-mail and then investigate allegation and take appropriate actions according to rules. The names and sections of informants are kept confidential without their consent to protect them with utmost care from any disadvantages or inconveniences.

Starting from April 2008, an outside compliance hotline reception desk has been in operation to extend the time for receiving hotline service and to enhance confidential treatment of names and sections of informants in an effort to make the hotline system easier to use.



Compliance Hotline Card

Compliance Hotline (consultation and solution flow)



FY2009 Compliance Activity Achievements Overview

Education and Trainings on Compliance

In FY2009, over 3,900 people including employees of group companies took part in compliance and practical legal trainings which were hosted by Legal Department and Personnel Department and education sections. At divisions and group affiliates, the staff people of Legal Dept. give trainings to study important laws and regulations related to day-to-day work and to foster understanding on compliance under their own programs, using such text books as “100 Case Studies of Compliance Issues.”

Furthermore, for promotion of practical compliance activities, we have offered education and trainings to group affiliates, provided information through in-house publications, and encouraged their participation in our Compliance Hotline system to produce effective results.

Activities toward Group Compliance

In order to ensure compliance with laws and regulations, not only SUBARU but also all our group companies must join forces and work in harmony. For this reason, we dispatch lawyers and our employees as compliance training instructor to each of our affiliated companies as well as domestic SUBARU dealers and also provide textbooks in an effort to promote group-wide compliance with laws and regulations.



100 Case Studies of Compliance Issues



Training for Case Study of Compliance



Compliance Handbook for Affiliated Companies

Our efforts for Personal Information Protection

In response to enforcement of the Personal Information Protection Act, we have reviewed our internal system and regulations and announced privacy policy. Especially for domestic SUBARU dealers, because they directly handle a large amount of our customers' personal information, we managed to thoroughly overhaul our internal system for each dealer and prepared and made use of “the Personal Information Protection Handbook for SUBARU Dealer Staff”, which is common in all the dealers to help each staff member properly understand personal information protection.



Personal Information Protection Handbook for SUBARU Dealer Staffs

Close Up



Legal Department
Hiroyuki Tokoro

Keeping in Mind Trainings Easy to Understand

“Compliance” implies “observing laws and regulations”. In general, just hearing “law”, “act” or any other similar words makes people remind something difficult or feel like staying way from them. Therefore, we make it a rule to talk and prepare materials keeping in mind “easy to understand” and “familiarity” in an effort to deepen the understanding of students. However It is rather hard to make people get legal knowledge within limited time frame, we try to offer valuable training for all students.

Everything We Do Is for Our Customers

Stepping Up Efforts for “Customer Comes First”

SUBARU has established “the SUBARU Customer Center” (operated by the Customer Relations Dept.) as a point of contact for customer inquiries, requests for assistance, demands and suggestions.

We are striving to enhance customer satisfaction by responding to their inquiries and consultation requests in a market’s top-class manner.

Communication with Customers

Activities of Customer Relations Department

SUBARU has established “the SUBARU Customer Center” (operated by the Customer Relations Dept.) as a point of contact for customer inquiries, requests for assistance, demands and suggestions. Since communication is exchanged mainly by means of telephone and e-mail, we ensure quick, on-target responses to inquiries and requests for assistance from our customers based on our action policy of promptness, sincerity and attentive listening. We feed the invaluable opinions, demands and suggestions from customers back to the relevant departments/divisions to increase customer satisfaction by improving quality, developing products and improving sales and services. Since customers’ voices also reflect their expectation on SUBARU, we value communication to listen to them sincerely to their satisfaction.

Responsibility of the CS Promotion

We are offering support and promotional services mainly to domestic SUBARU Dealerships to raise the level of customer satisfaction for fundamental improvement of CS which underlies the brand image. Using our customers opinions obtained from “SUBARU questionnaires” and from these SUBARU Dealerships, to reflect on our products, the quality, the sales, and all the after-services, etc, we also want to ensure that our customers are looked after at our dealers by the highest standards, and are carrying out inspections and supervision at each location.

Result of SUBARU Customer Service Satisfaction Investigation

The FY2009 SUBARU Customer Satisfaction Survey by the domestic SUBARU team showed some improvement in the nation-wide average score for the team, but SUBARU was ranked 5th among 6 competitors in the industry in both “At Time of Purchase” and “After Purchase” Dealerships service/response categories.

Also, only one area out of 45 achieved the goal to be “No.1 CS in the area” in both categories.

Although we began to see a change on a quantitative level due to thorough tenacious implementation of action basics, there still remains an issue of disparity in quality of actions for heartfelt services and in approaches among dealerships and their outlets. We will address such situation to get a better ranking.

SUBARU Customer Center

**SUBARU Call : 0120-052215 (Domestic),
+81-3-3347-2626 (International)**

(Note that your call will be recorded to confirm the content)

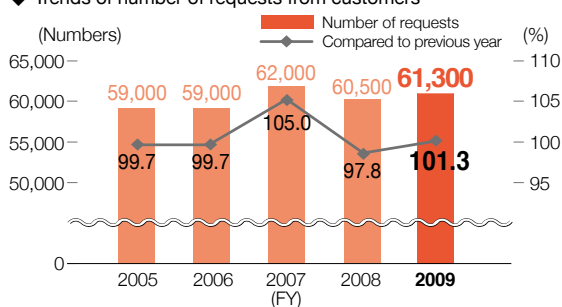
Please contact SUBARU Customer Center if you have any inquiries as below,

(1) Opinions / Comments / Guidance (catalogue, dealership, changing address, etc)

(2) Inquiries / Request for assistance

Office Hours : 9:00am – 5:00pm (weekdays)
(Japan Time) : 9:00am – 12:00am / 1:00pm – 5:00pm (Saturdays, Sundays and Public holidays)

◆ Trends of number of requests from customers



Domestic Efforts

CS Improvements efforts

We have been working together as a team since the FY2008 to improve CS with the goal to be “CS No.1” in each territory. From FY2010, in order to quicken the pace to increase overall operating profit of the domestic SUBARU team through improvement of CS, the function of domestic CS promotion will be relegated from Customer Center to Japan Sales and Marketing Division for more intensive and concerted actions.

We will pitch in for higher quality of staff behaviors, particularly by improving the customers’ first impression of a shop when they come in and practicing after-sales follow-up all the way out, with all this effort for improvement of CS.

Education and trainings for all the dealership personnel

The staffs of Fuji Heavy Industries, having developed their skill as trainer, give education and trainings (off-job training) to all the dealership personnel at every level and job category. In FY2009, 1,900 people for Sales-related Training, 3,600 people for Service-related Training, in total 5,500 people attended the trainings. In addition, they provide a mechanism and learning materials to shore up on-job training on the front lines and to help staff members of dealerships upgrade their skills through such means as driving the certification system and hosting contests competing over their skills in sales and services.

“The SUBARU Academy” which opened in Hachioji, Tokyo in January 2005 is training facilities including 133 rooms for accommodation. Here, many training programs are carried out to help the gamut from management officers to the newly employed in the whole job spectrum from domestic / overseas dealer sales staff to service mechanics to develop their skills systematically.



A scene of training for domestic dealership



International Efforts

CS Improvement efforts

We added more personnel than last year to work for CS improvement at overseas distributors. Now, we have 3 managers and 4 staffs assigned to map out strategies exclusively for improvement of CS in overseas markets.

Especially, one manager is engaged on a full time basis to boost the brand image of SUBARU through enhancement of CS and service backup system in China where the market is growing by leaps and bounds.

Preparations are also for other overseas markets under way to transplant such measures as the CS survey

and promotion programs to encourage communication with customers and to get more cars brought in for services which have already been proven effective in the Japanese domestic market, and position them as “service marketing activities” for improvement of profits, mainly at distributors SUBARU recently invested in and in emerging markets, paying due care to each market conditions. On the other hand, good exemplary cases overseas will be brought in as stimulants for profits improvements of the SUBARU team through upgraded domestic and international education and CS.



A scene at the Subaru of China

Actual Vehicle training

A scene of morning meeting

CS Promotion and Customer Care Training

A training of Customer Care at dealership

Education and Trainings for all the dealership personnel

In addition to various types of trainings for chief mechanics overseas, training of to be instructors and establishment of their accreditation system, we are energetically working to introduce a qualification test program. Also, we are in the process of expanding the scope of trainees to include managers and front desk personnel in sales and services.



Mechanic training for overseas business partner

Everything We Do Is for Our Customers

To provide the products with the highest level of quality

Quality Policy [Established November, 1994]

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

Response to recalls

The total number of recalls in FY2009 : 2
FHI HP has an open page for recall. We are taking measures to prevent accidents and protect drivers and passengers.
Please refer FHI HP for the detail of our response to recalls.
(Japanese only)



<http://www.fhi.co.jp/recall/>

Product Quality Management System

1. Establish Quality Management System (QMS) based on the Quality Policy and ISO 9001 Standard and put it into practice for orderly and effective operations.
2. Clarify the quality targets acceptable to customers at the planning stage.
3. Realize the quality targets through quality assurance activities at each stage from development to sales and service.
4. Attend to complaints and requests from the market quickly and appropriately to live up to the trust of customers.

Making Safe Vehicles

Fundamental philosophy of “Making Safe Vehicles”

SUBARU has been engaged in making cars in hope that our customers enjoy exhilarating rides with comfort and peace of mind. One of the important themes to realize this, we believe, is “Pursuit of Safety”. Our concept of safety is “to give the Top Priority to Safety in any Environments” and with this in mind, we have taken comprehensive approaches, assuming a variety of driving scenes. To give a specific shape to the concept, SUBARU has been involved in the development of “Active Safety Technology” that prevents an accident and “Passive Safety Technology” that minimizes damages in case of an accident to cope with any conceivable accidents. Also, we are actively taking part in such industry-government-academia projects as Intelligent Transport Systems (ITS)^{※1} and Advanced Safety Vehicle (ASV)^{※2}.

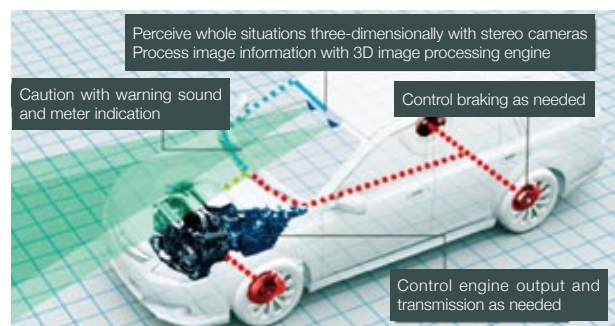
※1 Intelligent Transport Systems use the advanced information communication technology among human, road, and vehicle. It's aiming at the future which has no car accidents or traffic jams and is friendly to environment.

※2 Advanced Safety Vehicle is a new vehicle which has the driver support system with advanced technologies. The ASV project has been promoted by MLIT (the Ministry of Land, Infrastructure, Transport and Tourism) for five years a term (the first term was from 1991) and now it is in the middle of the fourth term (from 2006 to 2010).

Approaches to Active Safety

The SUBARU's unique “Symmetrical AWD” offers sure and pleasant driving to the drivers and passengers thanks to the low center of gravity of the horizontally opposed engine and the excellent weight balance due to the symmetrical and in-line arrangement of the power train. Starting from May, 2010, the LEGACY has been equipped with the “EyeSight (ver.2)” based on the first version of “EyeSight”^{※3}, which featured the driver assist system with stereo camera. The latest EyeSight avoids a frontal collision or reduce collision damages with “pre-crash braking” by decelerating and/or stopping the car automatically. The system also expanded the scope of the driver assist to meet a situation where a vehicle in front comes to stop. In this case, the LEGACY follows the vehicle in front and stops automatically, which is called “Full Speed Range Adaptive Cruise Control”.

※3 EyeSight
The next generation ADA (Active Driving Assist) announced by SUBARU in October 2007.



New EyeSight ver.2 system image

Approaches to Passive Safety

SUBARU cars demonstrate excellent safety performance against crashes from any direction due to their “new ring-shaped reinforcement frame structure”. They also are designed to secure the compatibility performance for mutual mitigation of damages in an accident involving an oncoming vehicle or pedestrian.

The LEGACY picked up as a test car for FY2009 JNCAP^{※1} has received the highest ratings in comprehensive collision safety performance evaluation (for both the driver and front passenger) and pedestrian head protection performance evaluation, plus the level 4 rating in rear seat passenger protection for frontal collision performance evaluation, which was added from this fiscal year, and the highest rating in neck injury protection for rear-end collision performance evaluation. This was the second time for SUBARU to win the Grand Prix Award^{※2} following the IMPREZA that was awarded in FY2007.

The LEGACY is also highly reputed for safety overseas, as seen from safety information released in major countries, including the highest rating of 5 stars in Euro NCAP^{※3}, IIHS Top Safety Pick^{※4} and the highest rating of 5 stars in ANCAP^{※5}.

- ※1 Japan New Car Assessment Program : The Ministry of Land, Infrastructure, Transport and Tourism and National Agency for Automotive Safety & Victims' Aid (NASVA) jointly conduct assessment tests for vehicle safety and disclose their results to the public. The winning vehicle of the Grand Prix award is the one with the highest assessment score out of those vehicles which have received the highest rating of 6 stars for both driver and passenger seats in the overall assessment of impact safety performance together with the highest rating level of 5 in the assessment of pedestrian head protection performance.
- ※2 Grand Prix Award : An automobile with the best evaluation among all automobiles subject to the assessment, gained the highest rating of 6 stars for comprehensive collision safety performance for both the driver and front passenger, the highest level 5 rating for pedestrian head protection performance, level 4 or higher rating for rear seat passenger protection in frontal collision, and 3 or higher rating on the 4-level scale for neck injury in rear-end collision, is honored with the JNCAP Grand Prix Award.
- ※3 European New Car Assessment Program : Automobile safety information disclosure program in Europe.
- ※4 IIHS Top Safety Pick : Information disclosure on vehicle safety by the Insurance Institute for Highway Safety. If evaluated as “Good” for front, side and rear-end (whiplash) collisions as well as roof strength and equipped with stability control system on all grades that can be purchased by people in general, the vehicle will be credited as “Top Safety Pick”.
- ※5 Australasian New Car Assessment Program : Automobile safety information disclosure program in Australia.



Source: NASVA (National Agency for Automotive Safety and Victim's Aid)

Approaches to TRANSCARE Vehicle

The New released car, “New LEGACY”, is also added on the lineup of TRANSCARE^{※6} series.

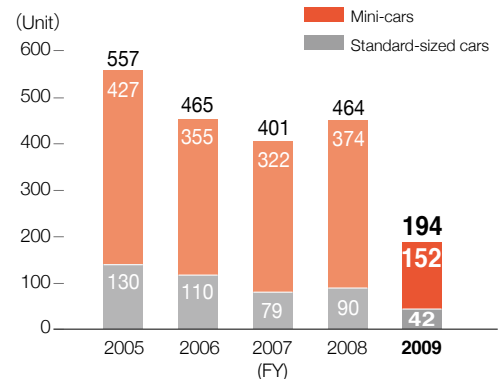
SUBARU has been playing its role for development and dissemination of welfare vehicles that allow the disadvantaged and the aged to ride at ease, aspiring for “sharing the happiness to live with cars with each and every body”. SUBARU has started producing and selling welfare vehicles for the disabled since 1982, and now it is known to people called “TRANSCARE series”. We aim to develop labor-saving devices that can be handled by care givers and care recipients. There are wide selections of Trance Care automobiles, from mini car to standard-sized car. In FY2009, New LEGACY with wing seat^{※7} is also added on the lineup of TRANSCARE series.

We will make an effort to enrich this series for all customers' comfortable and faithful drive.

※6 TRANSCARE
It is coined by combining “Transportation” and “Care”. The wording was registered as trademark in 1997 as generic name for SUBARU's welfare vehicles.

※7 Wing Seat: The electric-powered seat rotates with simple switch operation for easy getting and out.

◆ Number of TRANSCARE series sold



LEGACY with Wing Seat