

About Fuji Heavy Industries Group

Business Overview

Our Products Represent Our Commitment to Helping as Many Customers as Possible Lead More Fulfilling Lives

FHI is a transportation manufacturer, with automobiles—under the SUBARU brand—as core products, and operates the following three business units.

SUBARU Automotive Business



Leveraging Original Technology to Deliver Cars that Realize “Enjoyment and Peace of Mind”

Since we released the SUBARU 360 in 1958, we have been contributing to the development of Japan’s automobile industry. We adopted a horizontally opposed engine for the SUBARU 1000, launched in 1966, and released the world’s first-ever 4-wheel drive passenger car in 1972. Since then we have produced unique cars equipped with original technology, including the establishment of a symmetrical power train featuring a horizontally opposed engine as the “Symmetrical AWD.” Moreover, we have developed the advanced driving support system “EyeSight” and a new generation transmission, the “Lineartronic CVT.” We are thus constantly taking on new challenges in pursuit of “Enjoyment and Peace of Mind.”



SUBARU

Confidence in Motion

Brand Statement

Through “Confidence in Motion,” SUBARU aims to meet customer expectations for the freedom and fulfillment enabled by SUBARU’s uniquely satisfying driving experience.

Location

- Gunma Manufacturing Division (Ota City, Iseaki City, and Oizumi Town, Oura District, Gunma Prefecture)
- Tokyo Office (Mitaka City)

Aerospace Company



Leveraging Tradition and Innovative Technology to Develop and Manufacture a Range of Aircraft

Aerospace Company inherits its technologies and spirit of aircraft manufacturing from its predecessor, Nakajima Aircraft. Now, It has established unparalleled technologies in many categories, such as its expertise in developing aircraft structures, including composite materials for main wings, IT technology for unmanned aircraft, and sophisticated system integration combined with flight control technology. In addition to developing and manufacturing helicopters, fixed-wing aircraft, and unmanned aircraft, this in-house company also participates in development and production of large passenger aircraft. Based on the original technology cultivated to date, the Aerospace Company constantly takes on challenges in new fields aiming to develop into an aircraft manufacturer with a global presence.

Location

• Utsunomiya Manufacturing Division
(Utsunomiya City, Tochigi Prefecture)

Industrial Products Company



Mass Production of General-Purpose Engines That Can Be Used under Any Conditions on Earth

The Industrial Products Company develops, manufactures, and markets ROBIN general-purpose engines used in construction and industrial machines as well as products incorporating these engines. It also supplies high-performance engines used in snowmobiles and buggies, construction machinery for building social infrastructure and agricultural machinery, snow ploughs and generators to help with life in harsh natural environments, and leisure equipment to add color to affluent lifestyles in diverse countries around the world. In the field of general-purpose engines, it has the leading share of the Japanese market and ranks third in the global market, exporting to nearly 100 countries with a high reputation for reliability and durability.

Location

• Saitama Manufacturing Division
(Kitamoto City, Saitama Prefecture)

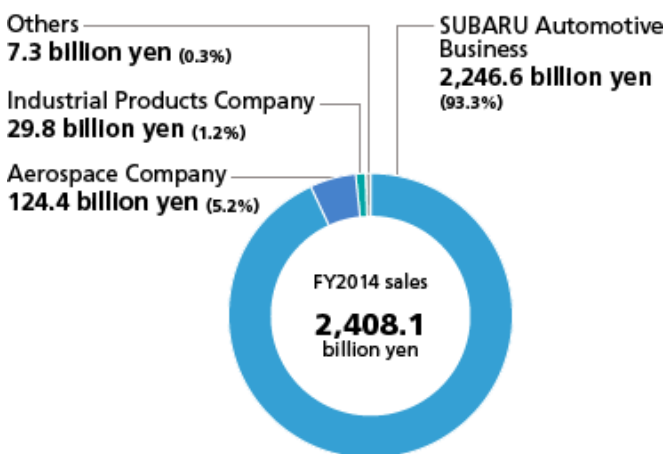
Corporate Overview (As of March 31, 2014)

Name	Fuji Heavy Industries Ltd.
Established	July 15, 1953
Paid-in Capital	153.8 billion yen
Employees	28,545 (Consolidated) 13,034 (Non-consolidated)
Head Office	(Relocated to the address below from August 18, 2014) Ebisu Subaru Building, 1-20-8, Ebisu, Shibuya-ku, Tokyo 150-8554, Japan Phone: +81-3-6447-8000

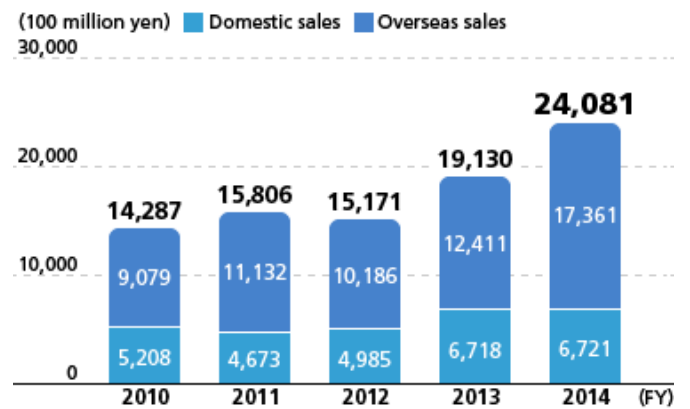
Sales	2,408.1 billion yen (Consolidated) 1,689.6 billion yen (Non-consolidated)
Operating Income	326.5 billion yen (Consolidated) 248.4 billion yen (Non-consolidated)
Ordinary Income	314.4 billion yen (Consolidated) 252.3 billion yen (Non-consolidated)
Net income	206.6 billion yen (Consolidated) 173.1 billion yen (Non-consolidated)

*The figures for Sales through Net Income are for FY2014.

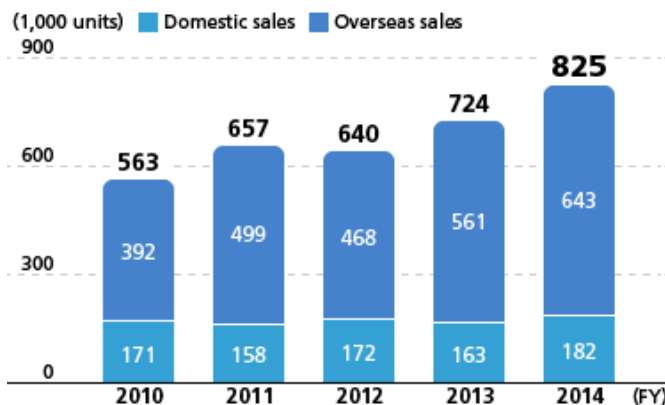
FY2014 Sales Ratio by Business Unit



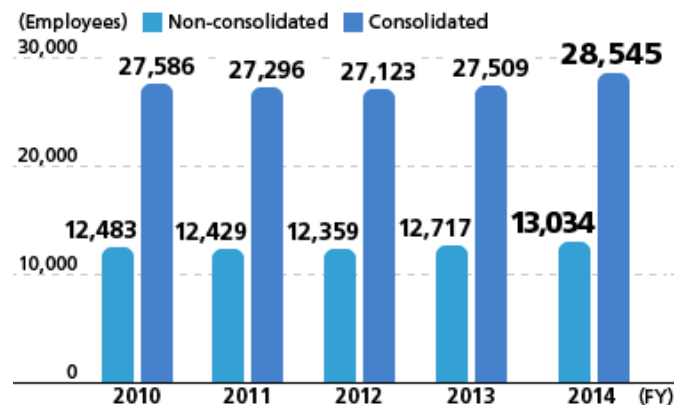
Trends in Sales



Trends in the Number of Car Sales



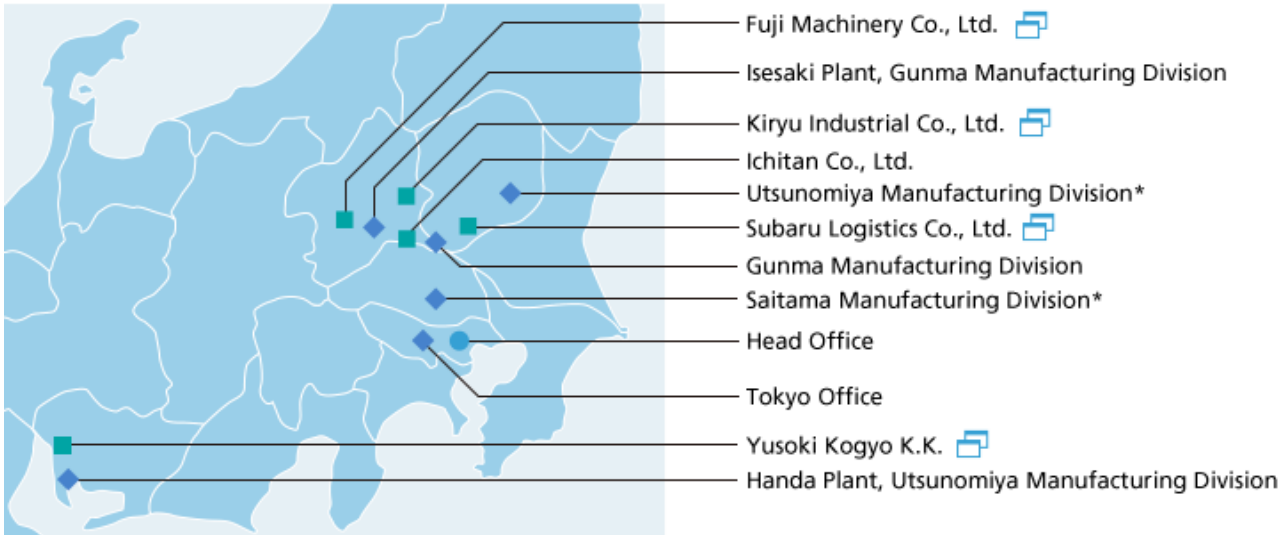
Trends in the Number of Employees



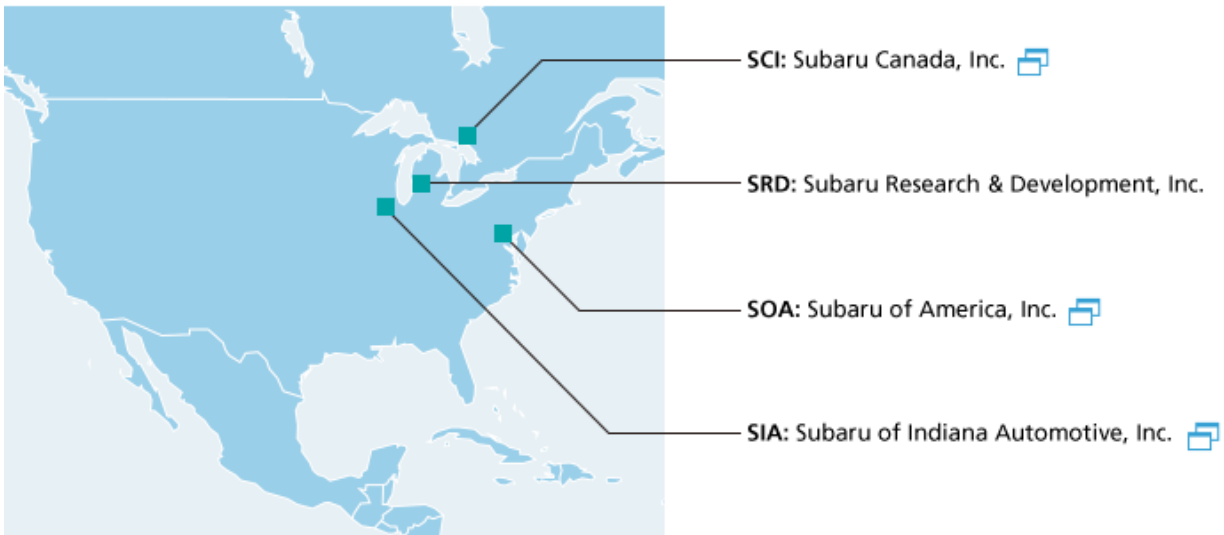
* Due to rounding off, the figure in the graph may not match up with the sum of the ratios




Business Sites

FHI and Domestic Subsidiary Companies



Overseas Subsidiary Companies



 Head Office
  FHI Business Sites
  Affiliated Companies

*In this report we introduce the producing districts of Aerospace Company as “Utsunomiya Manufacturing Division” and Eco Technologies Company as “Saitama Manufacturing Division” according to circumstances.