



The Subaru Group's CSR

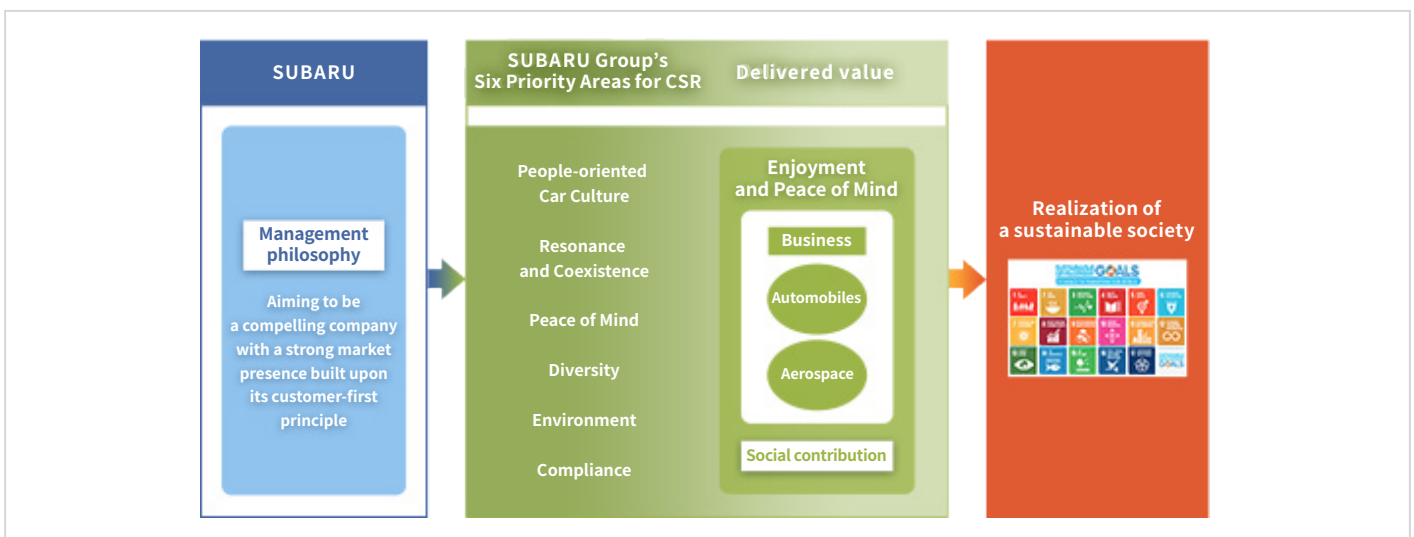
The Subaru Group engages in CSR activities with the aim of contributing to society through its business and achieving a sustainable society.

Our Approach to CSR

Challenges for society abound in Japan and overseas, such as global warming, human rights issues, and an aging and declining population, and there are rising expectations that corporations would help resolve these issues. The Subaru Group's business domain also requires initiatives on diverse themes such as reducing environmental impact, preventing traffic accidents, and alleviating traffic congestion.

Therefore, we naturally develop, manufacture, and sell products with outstanding safety and environmental performance and quality, but as a corporate citizen we also work on CSR activities to meet the needs of society and address social challenges in good faith. The Subaru Group believes that to contribute to society through our business and to meet the expectations and needs of our stakeholders amid a constantly changing social environment at a time when the automobile industry stands on the threshold of an epochal transformation, it is necessary to promote CSR initiatives globally and make them penetrate within the entire Subaru Group. Thus in FYE2019 we reviewed the Eight CSR Action Items to date and have newly set the Subaru Group's Six Priority Areas for CSR to promote our activities.

By adopting the concept of the Six Priority Areas for CSR while conducting business, we will fulfill our social responsibility as a corporation and will continue to deliver "Enjoyment and Peace of Mind" to all of our stakeholders, including our customers. The Subaru Group will become a company trusted by society as a truly global company and will contribute to the creation of a more affluent and 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.
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Corporate Code of Conduct

To carry out our corporate activities based on the corporate philosophy, we set down a corporate code of conduct to act in compliance with laws and regulations fulfilling our social responsibilities. We will continue to strive to become a company loved by all our stakeholders and contribute to making society more affluent by each employee respecting each other, respecting the corporate code of conduct and acting on the same sense of values.

Corporate Code of Conduct

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

Aiming to be a compelling company with a strong market presence built upon its Customers First Principle.

CSR Policy

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.

Revised in June 2009

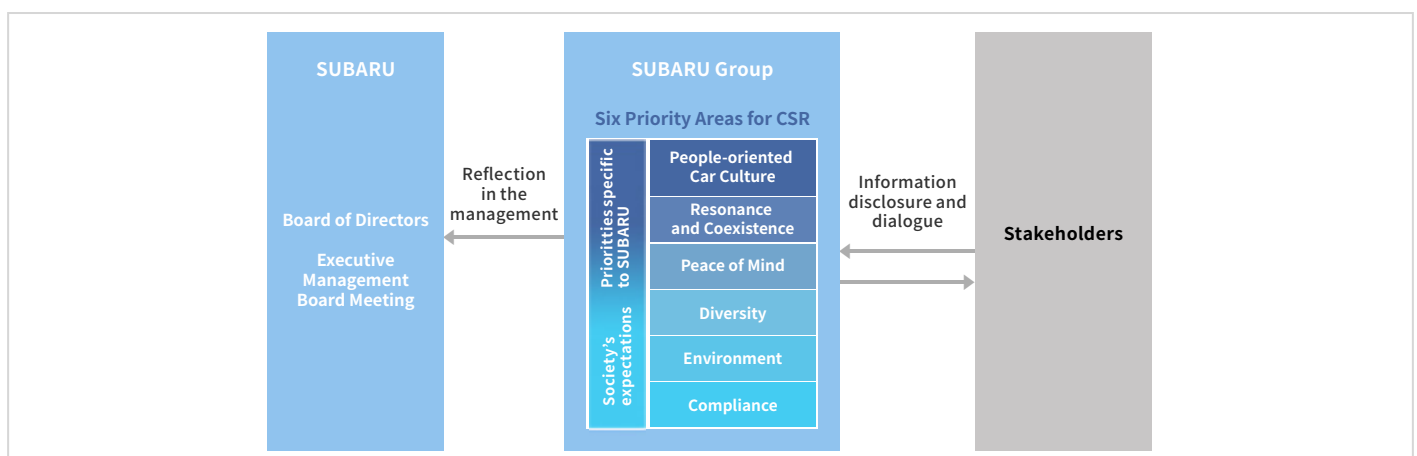
The Process of Formulating the Six Priority Areas for CSR

In accordance with our mid-term management vision STEP, Subaru Group reviewed the Subaru Group's Eight CSR Action Items for CSR initiatives and established the Six Priority Areas for CSR: People-Oriented Car Culture; Resonance and Coexistence; Peace of Mind; Diversity; Environment; and Compliance.

To select the priority areas, Subaru Group first identified 41 CSR priority topics for which social needs were high and then conducted a questionnaire among experts and investors in North America and Japan. Finally, Subaru Group considered the areas from two perspectives: areas that enable us to contribute to society by tapping into our business strengths, and areas that meet the demands of society. As a result, Subaru Group selected People-Oriented Car Culture, Resonance and Coexistence, Peace of Mind, and Diversity as the four areas where Subaru could contribute to society by tapping into our business strengths, and Peace of Mind, Diversity, Environment, and Compliance as the four areas where Subaru Group should meet the demands of society. Peace of Mind and Diversity appear in both categories, because Peace of Mind is an area in which society's needs and the strengths of the Subaru Group's business coincide, while Diversity refers not only to the diversity required by society, but also to diversity in a broad sense, including in the products that Subaru Group offers to customers.

Disclosing information to stakeholders, engaging in dialogue with them, and reflecting this in the management of the business are all essential to restoring trust in our company. Accordingly, in addition to the 6 Priority Areas (6M, where M=materiality), Subaru will focus on stakeholder information disclosure and dialogue, and its reflection in the company's management (1E, where E=engagement) by undertaking 6M+1E initiatives.

Reflecting Subaru Group's Six Priority Areas for CSR in Management

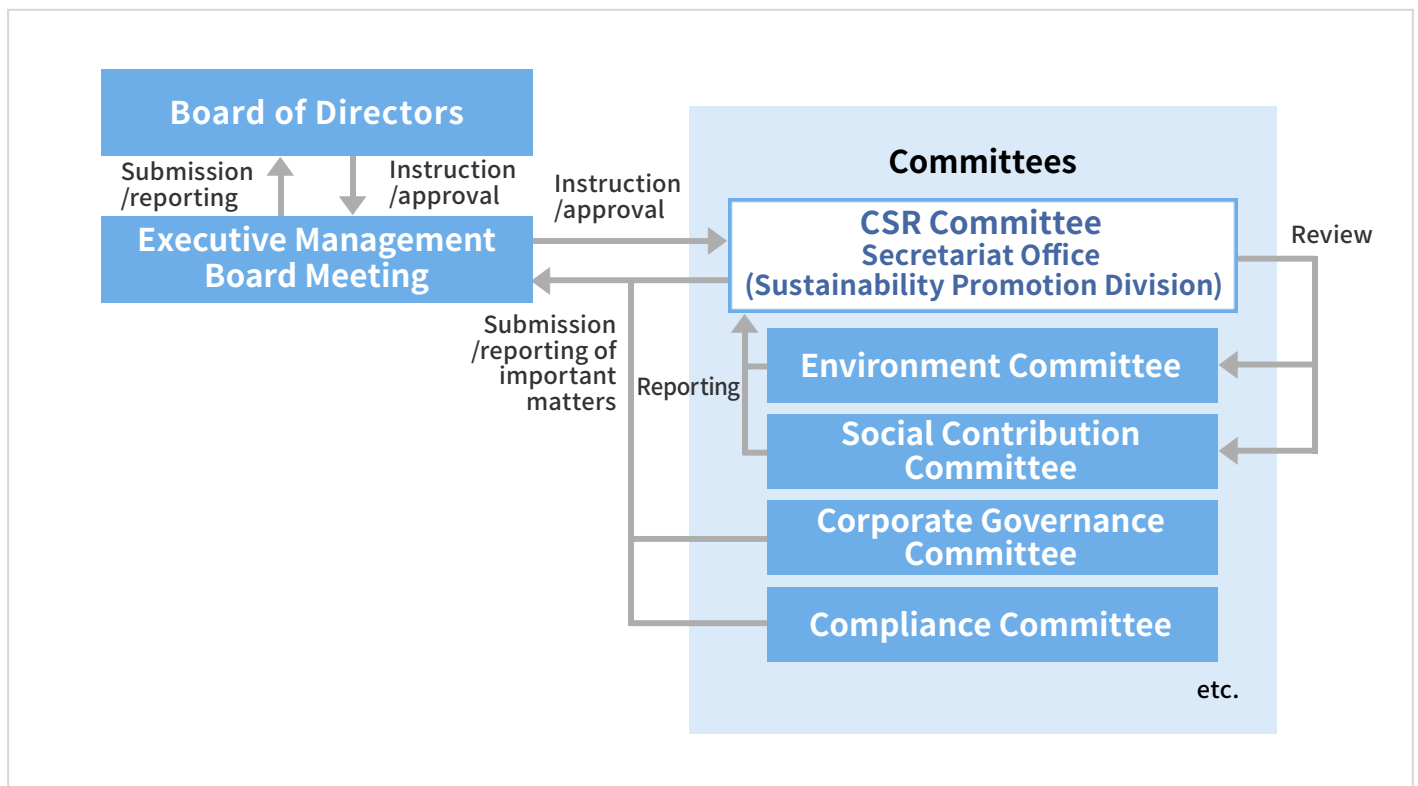


CSR Promotion System

Subaru Group holds a CSR Committee twice a year as a venue to discuss our CSR initiatives and confirms the status of PDCA operation of each related committee and division.

The CSR Committee, headed by the Representative Director of the Board and the President, is joined by all executives as members. The Committee ponders business from the social aspect and works to strengthen CSR efforts.

CSR Promotion System



Initiative for CSR Permeation

Creation of Rank-specific Opportunities to Deepen CSR Understanding

In FYE2019, the Subaru Group provided opportunities for executives and managers to think about CSR in order to promote the CSR initiatives.

For the management, we held a lecture session, inviting Yukiko Araki, Corporate Officer, Executive General Manager of Sustainability Promotion Division of Hitachi, Ltd. as the lecturer in February 2019, and had every one of our officers in Japan attend the session.

For managers, who play a major role in CSR promotion, CSR Briefings to find out more about Subaru Group's CSR, and CSR Study Groups to understand the relations between their business and CSR were held for five months at each division starting in February 2019.

The CSR Briefings titled "the Subaru Group's CSR" provided opportunities to understand the necessity of CSR and the contents of six priority areas for CSR selected in FYE2019. About 90% of participants commented afterwards that they mostly or more or less understood the necessity of CSR and the six priority areas for CSR.

On the other hand, in regard to the relations between their business and CSR, it became clear that having a clear image of what they need to do and setting targets were difficult.

Accordingly, at the CSR Study Groups, Subaru officers became lecturers and explained, showing examples, how business and CSR can relate to each other using Environment and Compliance among the six priority areas for CSR as the themes of the lecture. By introducing concrete examples, many participants expressed that their understanding on the relation between their business and CSR had deepened.

A total of 1,500 people attended the CSR Briefings and CSR Study Groups. They have become the key persons to promote CSR at their divisions with an understanding of relations between their business and CSR initiatives, and their efforts are steadily making progress.

In FYE2020, rank-specific trainings will be held for new managers, associate managers and new recruits, so that more employees can have the opportunity to deepen their understanding of the Subaru Group's CSR.

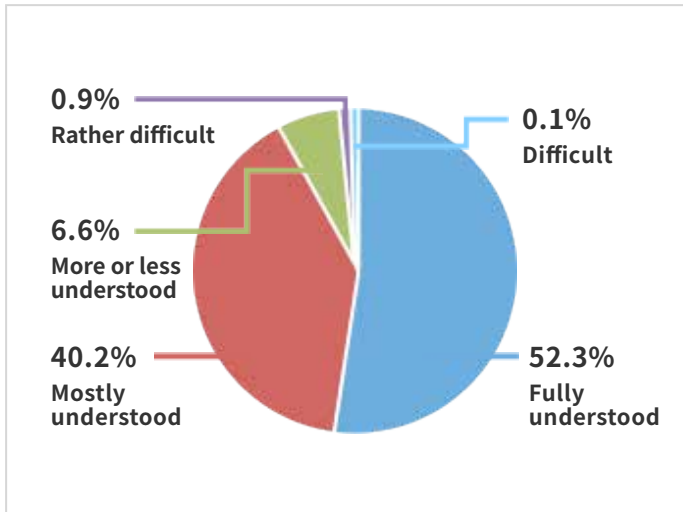
In January 2019, at the Group Company Presidents Meeting, there was an opportunity for them to deepen their understanding of the Subaru Group's CSR.



CSR Study Group

Results of Questionnaire Survey at CSR Briefings

Level of Understanding of Six Priority Areas for CSR



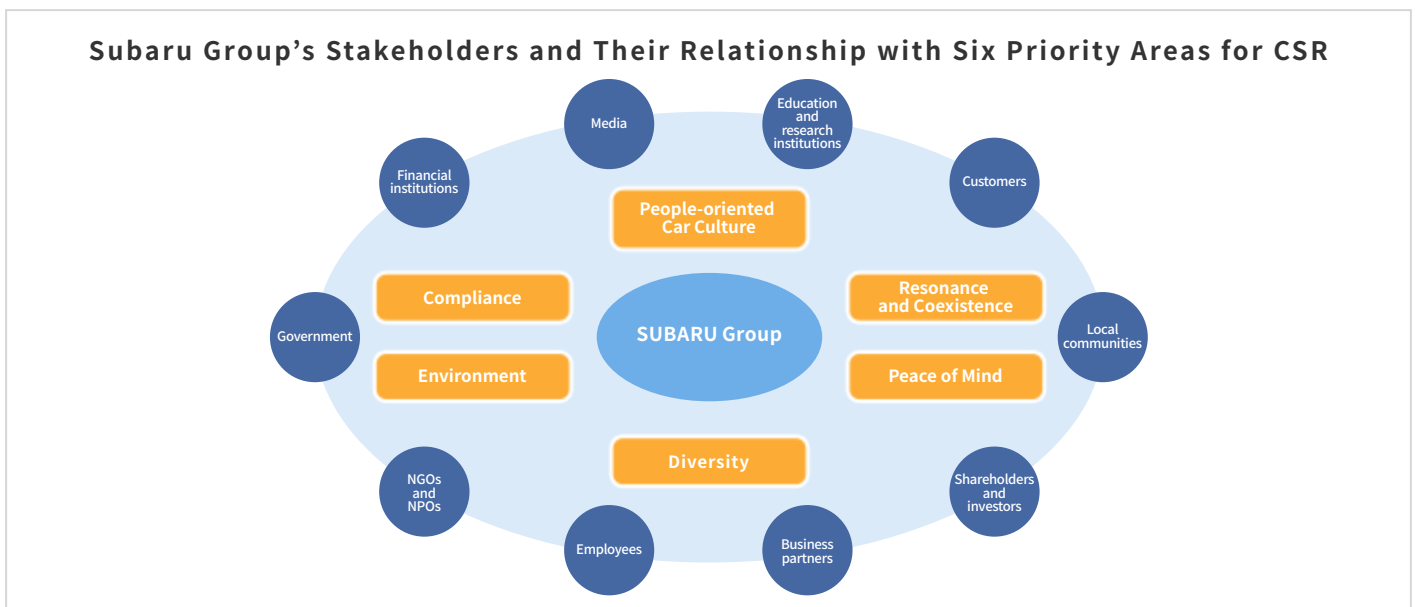
Participants' Comments

- I understood the six priority areas for CSR and their overview, and would like to think carefully about their relations to our department (me).
- The six priority areas are literally important, and it was valuable to have this opportunity to understand the background specific to the six priority areas.
- As someone had mentioned at the Q&A session, I would also like to deliberate on what we can do from the perspective of diversity in products.

Relationship to Stakeholders

Subaru Group believes that Subaru Group's CSR initiatives must place importance on the relationship with stakeholders and that disclosing information to stakeholders, engaging in dialogue with them, and reflecting this in the management of the business are all essential. In order to realize our vision of becoming "A Compelling Company with a Strong Market Presence" as stated in our management philosophy, Subaru Group will continue to make efforts to gain trust from our stakeholders, and to make useful social contributions while at the same time increasing our corporate value.

Subaru Group's Relationship to Stakeholders



The Subaru Group's Stakeholders and Communication Methods

Stakeholders	Communication Methods
Customers	Establish Subaru Customer Consultation Centers, implement satisfaction surveys, and hold events.
Shareholders/investors	Hold shareholders meetings (annual), issue reports, release information on the Internet. Hold interviews with institutional investors and investor briefings. Hold factory tours.
Financial organizations	Release information on the Internet, make explanations at the account settlement, and hold monthly discussions.
Educational/research institutions	Implement work place visits, implement school visit project in elementary and middle schools, and hold plant tours (about 96,000 visitors annually).
Governments	Participate in economic organizations and meetings of industrial groups, and have discussions and exchanges with local governments.
Media	Hold financial report briefings for media and analysts (quarterly), and release information on the Internet.
Employees	Hold labor-management consultations, carry out stress check and employee awareness survey, and conduct educational training by profession and rank.
Business partners	Hold procurement policy briefings, practice regular exchange of information, and recognize business partners that are making major contributions in technology, quality, etc.
NGOs/NPOs	Respond to questionnaires and surveys, implement regional and social contribution activities and make donations through support of the philosophy.
Local communities	Encourage traffic safety through safety workshops and traffic guidance. Schedule cleanup activities by employees and hold exchanges with local residents.

Initiatives toward Sustainable Development Goals

Sustainable Development Goals (SDGs) for 2030 are development goals to achieve a sustainable future, and Subaru Group recognizes the importance of responding to these goals. With regard to response to climate change, in particular, we aim at the 30% reduction of CO₂ directly emitted by the Subaru Group (Scope 1, 2) in FYE 2031 (compared to absolute emissions in FYE 2017) and now expect to reduce about 3% of our annual CO₂ emission by FYE2021. As for the reduction of death and casualties due to traffic accidents, zero deaths due to accidents* in 2030 are our aim and we continue our efforts to that end. As such, Subaru contributes to the creation of a sustainable society.



* Reducing to zero the number of fatal accidents occurring while a driver or passenger in a Subaru and the number of fatalities among pedestrians, cyclists, and the like arising from collisions with a Subaru.