



Basic Concept

Subaru believes that a car is more than just a means of transport.

Subaru will foster a sustainable mobility culture by providing customers with added value in the form of products and services which make the car a partner that enriches people's lives and minds, while cherishing the human emotions of enjoyment and peace of mind.

Why It Is Important to Us

The Subaru Group has contributed to increasing customers' options by respecting people's diverse values and offering distinctive products tailored to diverse forms of market value. Subaru Group believes that a car is more than just a means of transport, but rather a partner that enriches people's lives by understanding and meeting their expectations.

The Subaru Group will transition from being a company making things to a company making people smile. Continuing to cherish the human emotions of enjoyment and peace of mind experienced by each and every one of our customers, Subaru Group will develop and popularize a car culture that gives people the starring role by linking cars to changes in people's lifestyles and life stages.

› [The Process of Formulating the Six Priority Areas for CSR](#)

Overview of Initiatives in FYE2019

Subaru believes that a car is more than just a means of transport.

This concept runs right through our brand principle of providing customers with enjoyment and peace of mind, which is one of the ideas incorporated into “STEP.” Subaru believes that the value expected by customers is enjoyment and peace of mind; that is to say, the expectation is that customers will not only gain the sense that their car is safe and reliable, but also experience the joy of driving.


The new Forester launched in July 2018 is equipped with the e-Boxer power unit, which combines the newly developed 2.5 L NA horizontally opposed direct-injection engine with electric technology. The electric motor power assistance offers acceleration performance more powerful than a gasoline engine vehicle, making even everyday driving a joy. This model is also equipped with Subaru’s pioneering Driver Monitoring System*¹, which detects when the driver appears drowsy or looks away from the road for too long, and issues a warning to alert the driver. The system marks a further evolution in the preventive safety measures that are Subaru’s strong point. Passive safety measures have also evolved, with pedestrian protection airbags—developed to reduce harm in the unlikely event of a collision—fitted as standard. Developed to be a crossover vehicle that stimulates intellectual curiosity and encourages new discoveries, the new Outback (US model) launched in April 2019 combines the value cultivated through previous models with the latest technology to provide drivers with an even greater sense of enjoyment and peace of mind. For example, it is available with two engine types: a 2.4 L turbocharged horizontally opposed four-cylinder direct-injection engine delivering strong torque output from low RPM and a 2.5 L naturally aspirated horizontally opposed four-cylinder engine with improved efficiency from its direct injection system. The new engine is combined with the Subaru Global Platform, which optimizes body rigidity, thereby further enhancing the Outback’s long-established reputation for dynamic performance.

Subaru has added Lane Keep Assist function and automated steering that follows the preceding vehicle in the same lane to our EyeSight driver assist system and combined it with the Driver Monitoring System, which supports safe driving. Subaru has thereby further increased the peace of mind that our cars inspire as partners supporting an active lifestyle.

As well as pursuing enjoyment and peace of mind, Subaru will continue with development efforts aimed at ensuring that our cars offer top-class driver assistance.

*1: The Driver Monitoring System is designed to alert the driver and does not prevent drivers from failing to keep their eyes on the road or accidents. In the US model, it is called Driver Focus.

Related Initiatives

- › [Making Safe Vehicles](#)
- › [Social Contribution > Traffic Safety](#)
- › [Subaru’s Automobile Manufacturing](#) 



Basic Concept

Subaru will become a company that is trusted by, and resonates and coexists with both individual customers and society as a whole by engaging seriously with their voices through greater person-to-person communication.

Why It Is Important to Us

At Subaru, when it comes to our business activities, we regard customers and local communities as some of our most important stakeholders.

Over the years, Subaru has been sustained not only by our own efforts to put the customer first, but also by the efforts of many people in the communities where we do business. Subaru will form communities of resonance and coexistence to secure our sustainable growth as a company through routine communication, ensuring that our products and services resonate with and are trusted by our customers, and that Subaru's corporate activities resonate with and are trusted by the local communities in which they take place.

› [The Process of Formulating the Six Priority Areas for CSR](#)

Overview of Initiatives in FYE2019

Subaru's job is to become a company that is trusted by and resonates with consumers, so that they opt to buy our cars.

Coexistence with people in surrounding communities is also vital to Subaru's business activities. Subaru believes that regaining the trust that we have lost within Japan comes down to taking the views of all stakeholders seriously and responding to them with integrity. All Subaru Group executives and employees take seriously not only product quality, but also the quality of everything associated with our operations, including the business units, people, and mechanisms involved. Going forward, we will all work together single-mindedly to regain the trust of our stakeholders.

Related Initiatives

- › [Making Safe Vehicles](#)
- › [Customers](#)
- › [Social Contribution](#)
- › [Subaru's Automobile Manufacturing](#) 



The Subaru Group's Six Priority Areas for CSR

Peace of Mind

Basic Concept

Subaru will become a company that provides all stakeholders with the utmost peace of mind.

Why It Is Important to Us

Subaru will deliver the peace of mind that cars must offer by manufacturing vehicles and providing associated services.

Subaru will tirelessly review all quality-related processes in our aim to be the No. 1 company for quality, whose products customers can rely on to last the distance. Attaching particular importance to protecting lives, Subaru will work to achieve our target of zero fatal road accidents* by 2030. In addition, we must ensure that the local communities where our plants are based know that they can rely on Subaru to offer peace of mind in our manufacturing operations. Creating safe workplace environments that offer all Subaru Group workers peace of mind is also essential. Furthermore, Subaru will contribute to resolving the problem of traffic accidents and other social issues associated with cars. Subaru will aspire to become a company that provides customers, local communities, employees, and all other stakeholders with the utmost peace of mind.

* 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

› [The Process of Formulating the Six Priority Areas for CSR](#)

Overview of Initiatives in FYE2019

Subaru's approach to CSR is informed by the desire to become a company that provides all stakeholders with the utmost peace of mind. As such, Subaru takes seriously the fact that a massive recall was required in FYE2019. Accordingly, in FYE2019 we returned to our quality-first approach, tirelessly reviewing all quality-related processes.

Subaru took all feasible steps to address the final vehicle inspection problems, including improving the equipment used in the final vehicle inspection process, undertaking refresher training of final vehicle inspectors, revising personnel deployments, and implementing organizational changes. Subaru has also examined the effects of measures to prevent recurrence on the production line and has confirmed that they are effective.

However, Subaru's quality reforms are not confined simply to cases of impropriety. In January 2019, Subaru had to halt the production line due to a defect in a part received from a supplier. This was a very tough decision as a manufacturer, but quality is our top priority and we took this step to minimize the inconvenience to our customers. The basic assumption enabling people to travel in Subaru cars with peace of mind is that they are of high quality. However, we must not stop there: it is necessary to increase the quality of all aspects of our operations, including manufacturing, development, and corporate management.


On a more positive note, Subaru's safety performance has been highly rated by third-party bodies. The 2019 models of the Ascent, Outback, Legacy, Crosstrek, Impreza (sedan), Impreza (5-door), WRX, and Forester*¹ sold in the US (all fitted with EyeSight and Steering Responsive Headlights with High Beam Assist) received the Top Safety Pick+ (TSP+) rating from the Insurance Institute for Highway Safety (IIHS) in its 2019 safety evaluation. All eight models achieved the top rating (Good) in all crashworthiness tests and the top rating (Superior) in the front crash prevention test. Following its full model change in July 2018, the new Forester was rated Advanced Safety Vehicle Triple Plus (ASV+++), the highest rating in the JNCAP preventive safety performance assessment for FYE2019, which was conducted by the Ministry of Land, Infrastructure, Transport and Tourism and the National Agency for Automotive Safety and Victim's Aid (NASVA). Subaru regards this as renewed evidence of the high standard of safety performance achieved by Subaru cars in a wide range of fields, from reducing the risk of accidents to mitigating the harm caused by collisions.

Subaru will continue to strive to further increase safety performance, with the aim of achieving our target of zero fatal road accidents*² by 2030. The Subaru Group will continue to work as one to regain the trust of our customers and other stakeholders in this area, just as it will in the area of resonance and coexistence.

*1. Vehicles produced since January 2019

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

Related Initiatives

- › Making Safe Vehicles
- › Human Resources > Occupational Health and Safety
- › Quality
- › Subaru's Automobile Manufacturing 



The Subaru Group's Six Priority Areas for CSR

Diversity

Basic Concept

The Subaru Group's approach to promoting diversity has two key elements: offering products that respect diverse forms of market value, and respecting and reflecting the diverse values of all those who work for the Subaru Group.

Why It Is Important to Us

Most companies today face social demand for diversity among their employees and diverse ways of working. Subaru believes that continuing to offer products that contribute to increasing options for our customers and respecting diverse forms of market value will lead to sustainable growth for the company. Achieving this requires diversity of perspective among those who work for the Subaru Group. Diversity for Subaru therefore has two key meanings: diversity in products and diversity of employees. While pursuing diversity in products, Subaru will promote diversity among all those who work for the Subaru Group.

› [The Process of Formulating the Six Priority Areas for CSR](#)

Overview of Initiatives in FYE2019

Subaru seeks to deliver diversity in products, bringing together the high levels of dynamic quality that we have cultivated over the years and the outstanding environmental performance required today. FYE2019 saw the Japanese launch of the new Forester, which combines a horizontally-opposed engine with electrification technology, while in the US, we launched the Crosstrek Hybrid, Subaru's first plug-in hybrid.

Subaru regards promoting active roles for female employees, employing people with disabilities, promoting employment of the elderly and planning and promoting employment of non-Japanese as priority themes in the promotion of diversity. Among them, Subaru has placed particular emphasis on efforts to promote active roles for female employees. Subaru has set the numerical target of increasing the number of female managers by five times the figure for 2014 by 2020 under the system of promotion through merit based on demonstrated ability and is on track to achieve this goal, as planned. Subaru has now set a new target of at least 12 times the number of female managers that the company had in 2014 by 2025 and will further enhance initiatives aimed at training female managers.

To bolster the supervisory functions of corporate management over the execution of business, the executive structure has been strengthened by increasing the number of outside directors from two to three. This move, which was approved at the 88th Ordinary General Meeting of Shareholders, created a structure in which outside directors make up one-third of the board of directors (three outside directors out of nine directors). At the same time, Subaru appointed our first female executive (outside corporate auditor) and has been promoting diversity management.

While pursuing diversity in products, Subaru will continue to promote diversity among all those who work for the Subaru Group.

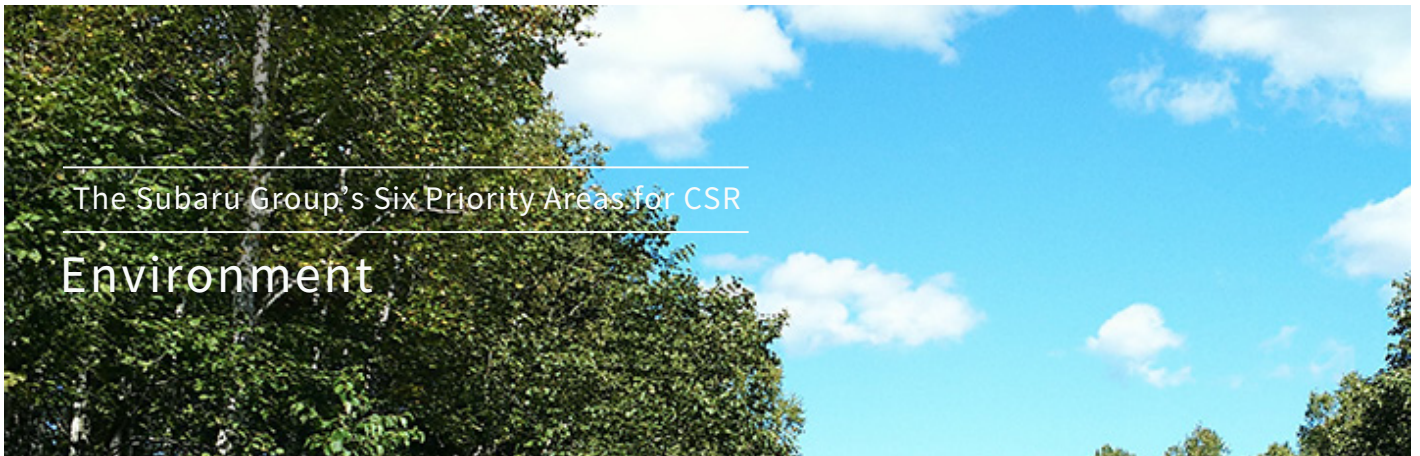
Related Initiatives

[> Human Resources > Diversity](#)

Diversity in Products

[> New model "Forester"](#)

[> Crosstrek Hybrid](#)



Basic Concept

In order to pass on “The earth, the sky and nature,” Subaru’s fields of business, to future generations, we provide utmost care to the environment with our company-wide activities.

Why It Is Important to Us

In FYE2018, Subaru revised its Environmental Policy, declaring that “The earth, the sky and nature” are Subaru’s fields of business, and made clear to strive for the coexistence with nature. These words encapsulate our desire to take the greatest possible care of “The earth, the sky and nature,” since they are the fields in which our automotive and aerospace businesses – the pillars of our enterprise – operate. With the concept that sustainability of both society and Subaru only becomes possible with the existence of rich global environment, that is “The earth, the sky and nature,” the entire Subaru Group will make the greatest possible efforts to undertake global environmental conservation activities.

› [The Process of Formulating the Six Priority Areas for CSR](#)

Overview of Initiatives in FYE2019

Subaru regards initiatives to tackle climate change as one of our most important tasks and will continue to contribute to the Paris Agreement's goal of keeping the increase in global average temperature to well below 2°C above pre-industrial levels. The Subaru Group has set a target of reducing direct CO₂ emissions (Scope 1&2) by 30% compared with the FYE2017 level by FYE2031 and is in the process of formulating the Subaru Environmental Action Plan for initiatives to be implemented from FYE2022. In addition, Subaru has begun work on achieving a reduction of approximately 20,000 tons of CO₂—equating to around 3% of annual emissions—by FYE2021 by implementing some initiatives ahead of schedule.

On the other hand, when looking at the overall automobile life cycle, reducing CO₂ emissions from car use is extremely important. Vehicle electrification is therefore likely to progress further in the medium to long term.

Subaru will continue to consider our technology and product strategies for addressing changing social expectations, customer needs, and environmental regulations, as well as earning appropriate profits, thereby ensuring the sustainable growth of both society and the Subaru Group. In June 2019, as part of these efforts, Subaru announced an agreement with Toyota Motor Corporation for the joint development of both a platform dedicated to battery electric vehicles (BEVs) for midsize and large passenger cars, and a C-segment-class BEV SUV model. Following this agreement with Toyota, Subaru will now shift its existing EV development resources to this new joint project. Within this new framework, Subaru will continue its efforts to create attractive BEVs for our customers, while improving efficiencies in terms of engineering, development, purchasing, and other areas through the new joint project.

Related Initiatives

- › [Environment](#)
- › [Risk Management > Risks Associated with Business Activities](#)
- › [Social Contribution Activities > Environment](#)



The Subaru Group's Six Priority Areas for CSR

Compliance

Basic Concept

Subaru will become a company that operates in accordance with laws, regulations, and societal norms, ensuring that our focus on compliance as a priority permeates throughout and is practiced by all those who work for the Subaru Group.

Why It Is Important to Us

Having reflected on the previous lack of awareness of societal norms in the execution of our duties, flaws in our internal rules, and the inadequate understanding of laws and regulations relevant to our operations, Subaru is keenly aware of the need to change ways of thinking and completely reform Subaru's corporate culture. Subaru will dedicate the whole of the Subaru Group to promoting initiatives focused on compliance as a priority, with the aim of ensuring that Subaru becomes a company that resonates with and inspires trust in our customers and all other stakeholders.

› [The Process of Formulating the Six Priority Areas for CSR](#)

Overview of Initiatives in FYE2019

Compliance is one of Subaru's most important tasks, as it is the prerequisite for our business activities in society. As a result of the incidents involving improper conduct of final vehicle inspection processes, all members of the Subaru Group have become painfully aware that neglecting compliance inconveniences our stakeholders—customers, shareholders and suppliers alike—and could even threaten the survival of our business.

Accordingly, in FYE2019, Subaru has implemented a number of measures, including simultaneous company-wide general self-inspection activities; efforts to raise awareness of the Employee Compliance Advice Line and enhance the response provided by the advice line; the publication of “Compliance Manual: Compliance Essentials,” a new compliance tool for the whole of the Subaru Group; and the implementation of compliance training led by executives. Taking to heart the instructions “do not let it happen again” and “never forget, under any circumstances,” each and every person will remain vigilant and continue their ceaseless efforts to ensure compliance.

Related Initiatives

- › [Management > Compliance](#)
- › [Environment > Environmental Management>Environmental Compliance](#)
- › [Environment > Preventing Pollution](#)