

# Everything We Do Is for Our Customers

## Stepping Up Efforts for “Customers Come First”

2007  
POINT

1. In FY2007, Customer Relations Department dealt with approximately 62,000 requests for assistance from customers.
2. In the 2007 Japan Sales Satisfaction Index (SSI) Study by J.D. Power Asia Pacific, Inc., Subaru moved up to a middle rank in the industry.
3. Customer satisfaction has improved with newly established “Customer-First” Promotion Dept.

## Customer Relations Department

### ■ Activities of Customer Relations Department

#### Based on Our Action Policy of Promptness, Sincerity and Attentive Listening

Subaru has established the SUBARU Customer Center (operated by the Customer Relations Department) 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.

In FY2007, we dealt with approximately 62,000 (105% compared to the previous year) requests for assistance from customers. 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.

We believe that customers’ voices represent their expectations of Subaru. Therefore, we would like to continue to serve and give satisfaction to our customers through good communication with each and every one of them.

### 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 (Japan Time) : 9:00am - 5:00pm (weekdays)

: 9:00am - 12:00am / 1:00pm - 5:00pm

(Saturdays, Sundays and public holidays)

### ◆ Trends in Requests for Assistance from Customers

FY	2003	2004	2005	2006	2007
Number of requests	46,000	60,000	59,000	59,000	<b>62,000</b>
Compared to previous year	—	130%	99.7%	100%	<b>105%</b>

## The CS Promotion Section

### ■ Responsibility of the CS Promotion Section

#### Activities to Improve Customer Satisfaction

We are conducting activities to support and promote customer satisfaction throughout the entire Subaru team, which includes Subaru dealers and all the divisions and departments within the company. Using our customers opinions obtained from Subaru questionnaires and from these Subaru dealers, 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.

### ■ Outcome of Activities in FY2007

#### The Japan Sales Satisfaction Index (SSI) Study Ranked Middle in the Industry

In the 2007 Japan Sales Satisfaction Index (SSI) Study by a third-party agent, J.D. Power Asia Pacific, Inc., Subaru moved up to a middle rank of 5<sup>th</sup> out of 11 companies from 8<sup>th</sup> out of 10 companies in 2006 in the industry. This indicates that our joint efforts with dealers since 2005 to boost customer satisfaction, have borne fruit. In April, 2007, the “Customer-First” Promotion Dept. was newly created in the SUBARU Customer Center and a new full-time team was organized for hands-on support to dealers. These actions are all intended to raise our capabilities to cater to customers’ expectations through comprehensive nation-wide unified approaches and solution of specific issues.

▶ See Feature Article on p. 9



■ Approaches in FY2008

**Stepping Up Efforts for CS Improvement**

The content of the questionnaire used in our own customer satisfaction survey was largely changed in April, 2008. The new one is designed not only to gauge if our actions were satisfactory to customers, but also to grasp their expectations for immediate remedial actions.

In June, the function of the “Customer-First” Promotion Dept. was reinforced with additional staff. Especially, a full-time general manager was newly assigned in the dealer support group which works together with dealers for improvements, while the on-site support team in the group was beefed up with its members increased from 6 to 9 for fine-tuned follow-ups. Also, a planning team was set in the dealer support group to work out plans to raise productivity and handling capabilities in services, while building a system for sharing successful know-how.

In addition, an overseas group was newly formed in the Global CS Promotion Section to help overseas dealers hone customer-handling skills by collecting information and sharing know-how.

■ Training Facilities for Development of Human Resources

**SUBARU Academy**

The SUBARU Academy which opened in Hachioji City, Tokyo in January, 2005 has training facilities including 133 rooms for accommodation, a 4-wheel chassis dynamometer, test track and low-friction road\*1. Here, many training programs are carried out to help the gamut from management officers to the newly employed in the whole job spectrum from dealer sales staff to service mechanics to develop their skills systematically. It also accepts people responsible for entire management, sales and services, and instructors from both domestic and overseas dealers to offer human resources development programs from global perspectives.

In FY2007, 8,600 people including 4,360 salespersons and 3,100 mechanics took classes in total.

We will strive for enhancing the “Customers Come First” policy by practicing what were acquired through trainings.



A look of the SUBARU Academy

**Subaru’s Vehicles for the Disabled – The TransCare Series<sup>\*2</sup>**

■ Our Efforts for Welfare Vehicles

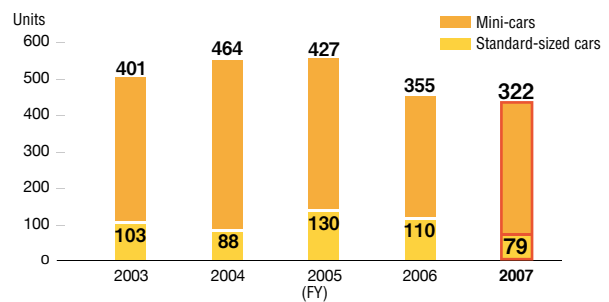
**TransCare Series Set to the NEW FORESTER as well**

Subaru has been manufacturing and selling vehicles in a series called TransCare, vehicles for the disabled, since 1982. Subaru offers a wide selection of TransCare automobiles, from mini-car Stella and wagon Sambar, to the Legacy, a standard-sized car. In FY2007, we set TransCare Wing Seat<sup>\*3</sup> Lift Type to fully remodeled Forester. We will strive for providing more customers with Subaru’s comfortable, reliable new driving performance.



Forester with Wing Seat

Number of TransCare series sold



\*1 low-friction road: Test track which simulates slippery road surfaces.

\*2 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.

\*3 Wing Seat: Rotating front and left rear seats to allow for easy loading and unloading of passengers.

# Everything We Do Is for Our Customers

## Aiming to Create a Traffic Accident-Free Society

2007  
POINT

1. The IMPREZA won the New Car Assessment Grand Prix 2007/2008<sup>\*1</sup>.
2. The EyeSight<sup>\*2</sup>, which is an advanced driving assist system with excellent pre-crash safety (reduction of crash damages), has become a commercial product.

## Making Safe Vehicles

### Basic Concept of Making Safe Vehicles

#### Development Oriented toward Traffic Accident-Free Society

Under our safety-first concept to give customers a sense of security, we view that “Combining Comfortable, Reliable New Driving Performance with Friendliness to the Global Environment” is what dictates us to pursue in product development.

In safety, we set a target to have both passive safety, which secures safety in accidents, and active safety, which prevents accidents, balancing them at a high level, and are now engaged in developing safety technologies toward a society free from traffic accidents.

### Approaches to Passive Safety

#### Awarded with the Japan New Car Assessment Grand Prix

In passive safety, Subaru always aims to achieve high impact safety against omnidirectional collisions. Survival space is secured in the cabin by adopting the Subaru-unique new ring-shaped reinforcement frame structure against collisions from any directions. We are also involved in embodying the concept of compatibility, which balances safety of one’s own vehicle and the aggressiveness to other vehicles, including reduction of injuries to pedestrians.

The Impreza developed based on such approaches was given the highest assessment in both impact safety performance (driver

and passenger seats) and pedestrian head protection performance tests in the 2007 Japan New Car Assessment Program<sup>\*3</sup>, winning the New Car Assessment Grand Prix 2007/2008.



New Car Assessment Grand Prix 2007/2008 ceremony



### Approaches to Active Safety

#### Development of Advanced Safety Vehicles

For active safety, it is vital to allow a driver to control the basic performances of vehicle, “Run”, “Turn” and “Stop”, as he/she wishes. Subaru has fine-tuned these basic performances, setting out to extend the application of VDC (Vehicle Dynamics Control) device to prevent skidding and BA (Brake Assist) system. Furthermore, we have been working on advanced safety vehicles which assist drivers in active safety by identifying in advance various adverse factors which could cause accidents.

## Advanced Driving Assist System “EyeSight”

Among approaches to active safety, Subaru commercialized the world-first driving assist system, ADA (Adaptive Driving Assist). By combining the Subaru’s core technologies of stereo camera and millimeter wave radar, we have developed a system to practically assist driving through providing various information and warnings.

Subaru has evolved the ADA to the EyeSight, which is an advanced driving assist system with pre-crash safety (reduction of crash damages) for commercialization. The EyeSight has a pre-crash braking system which allows detection of a pedestrian or bicycle only with stereo cameras. It made unprecedented<sup>\*4</sup> pre-crash control in the low speed range below 15 km/h a reality by perceiving objects moving down to 0 both in velocity and in distance. In addition, a function to reduce damages resulting from an unintended acceleration by erroneous operation of the AT shift lever was put to practice, another example of the world’s firsts<sup>\*4</sup>.

Subaru will keep engaged in research and development toward an accident-free society.

**Next Generation ADA**  
Development of new impact damage reduction control (pre-crash)  
Protection of pedestrians and bicycle riders  
Avoidance of accidents at low speed  
Avoidance of accidents due to erroneous operations

2003 - 2006  
Full speed range adaptive cruise control  
Vehicle-in-front startup monitor  
Sway warning

1999  
Adaptive cruise control  
Inter-vehicle gap warning  
Lane departure warning

Expanded assist range by new ADA system



Pedestrian recognition image by ADA

<sup>\*1</sup> The Japan New Car Assessment Program Grand Prix 2007/2008:

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

<sup>\*2</sup> EyeSight: The Next Generation ADA (Active Driving Assist) announced by Subaru in October, 2007

<sup>\*3</sup> The 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.

<sup>\*4</sup> As of March, 2008 by Subaru research



## Two-way Communication with Shareholders

**2007  
POINT**

1. We are working on fair information disclosure and providing latest IR information.
2. We have held plant tours and invited 103 individual shareholders.

## Together with Shareholders

### FHI's Consolidated Business Performance and Dividends

The performance in FY2007:

**Total sales- 1,572.3 B yen (105% over FY2006), up by 77.5 B yen**  
**Operating income: 45.7 B yen (95.4% over FY2006), down by 2.2 B yen**  
**Ordinary income: 45.4 B yen (107.6% over FY2006), up by 3.2 B yen**  
**Net income: 18.5 B yen (57.9% over FY2006), down by 13.4 B yen**

Under such circumstances, based on the basic long-term stable dividend policy, annual dividend per share was set at 9 yen (4.50 yen at the mid-term end and 4.50 yen at the term end).

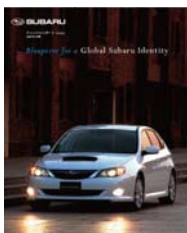
As for FY2008, we are striving to outperform FY2007 in Subaru new car sales with a total annual sales expected to be 1,600 B yen. Regarding the profits, we would be obliged to see drops over the preceding year due to surging costs of raw materials such as steel, crude oil and precious metals, market deteriorations and sizable appreciation of yen. It is planned to achieve 23.0 B yen for operating income, 20.0 B yen for ordinary income and 10.0 B yen for net income.

### Information Disclosure

#### Fair Disclosure and Communication

Our website has a page "Investor Relations" to provide our latest IR information. Various IR materials can be downloaded from the site.

For our latest IR information, please visit our website:  
<http://www.fhi.co.jp/english/ir/index.html> [Japanese only]



### Together with Individual Shareholders

#### Staging Plant Tours

We have been holding plant tours for shareholders once a year since 2004. In 2008, we invited 103 individual shareholders on March 20 (a national holiday) to the fifth plant tour.

On that day, the participants who gathered at the Visitor Center of the Yajima Plant in Ota City, gave ear to the explanation on the plant outline, saw production processes of Subaru production and voiced their opinions at the Q&A session.



Explanatory meeting by our management



The Visitor Center tour



Recycling Lab tour

#### ◆Comments in Questionnaire by Shareholders Who Joined in the Plant Tour

Positive Comment/Impression	Negative/Constructive Comment
<ul style="list-style-type: none"> <li>• Felt positive atmosphere in receiving visitors at the production sites</li> <li>• Pleased to have the plant management present sitting in the front row for Q&amp;A</li> <li>• Enjoyed the tour in wheel chair</li> <li>• Made me feel like caring my car as the fruit of hard labor by workers</li> <li>• Attentive and cordial response in Q&amp;A</li> </ul>	<ul style="list-style-type: none"> <li>• Almost inaudible inside shop due to noise</li> <li>• Wanted to hear also on efficiency and safety adding to production processes</li> <li>• Want to hear more about environmental measures</li> <li>• Presentation materials or more time for explanation needed</li> <li>• Be more frank with proposal reforms for improvements of plant and car making</li> </ul>