



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 consumers 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 2010 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.

In the area of products, we have pushed forward the engineering development with the core technology of horizontally opposed engines that can allow “new running performance” which delight not only the driver himself, but also all the other passengers and provide tools to address “environmental issues including global warming prevention”.

On the other hand, we will continue our efforts to turn ourselves truly to be a compelling company with strong market presence and a company fulfilling its social responsibilities by improving customer satisfaction and strengthening the SUBARU brand through measures encompassing a broad range. They included reinforcing the system to reflect customers needs and request on products as well as the sales and service systems both in Japan and overseas, belt-tightening efforts such as streamlining new and existing car production equipment and labor saving, taking advantage of the collaboration with the Toyota group, and structural reforms which range over reorganizing the domestic sales network, meeting environmental challenges and cost reduction.

Furthermore, 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 three 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.

CSR policies

The mission of the group of Fuji Heavy Industries

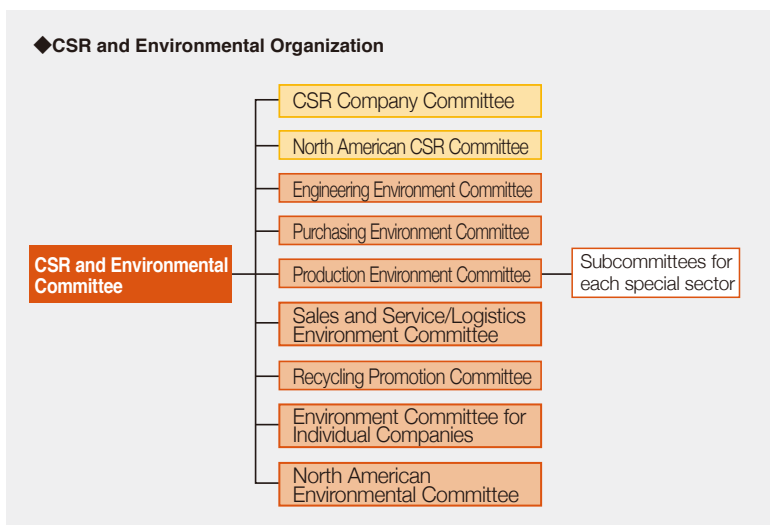
The CSR Policy was revised with the approval of the CSR and Environmental Committee to clearly indicate the fundamental aspect of CSR focused on observance of the Corporate Code of Conduct and other vital rules and the strategic aspect of CSR focused on contribution to solving social issues as a corporate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

“CSR Policies” (revised on 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.

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.

*1 “Three Criteria”:
“Good for customers?”
“Helps for Group’s Growth?”
“Helps for Employees’ Growth?”.



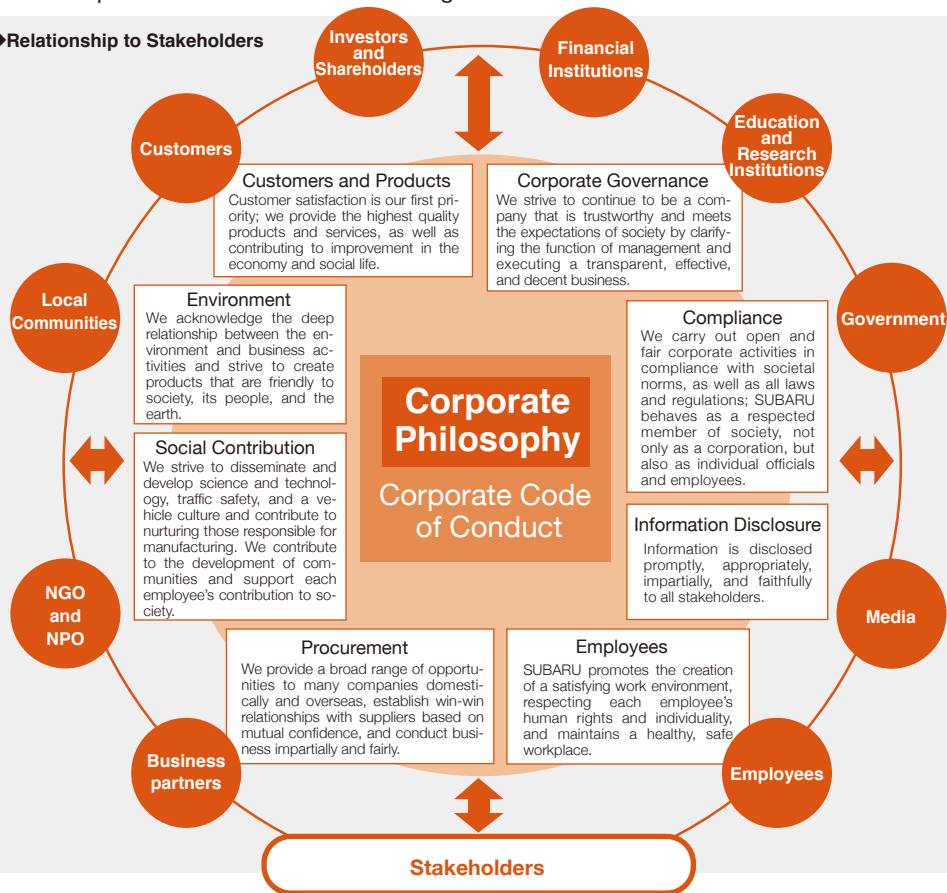
CSR Management

In pursuit of a company trusted by many diversified stakeholders

The medium-term management plan which was announced on February 28, 2007, covering the four-year period from the FY2007 through 2010, has the “a Company Fulfilling its Social Responsibilities” as one of the manage-

ment 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



*1 Refer to P. 24 as for the system of CSR and Environmental Committee

System of CSR and Environmental Committee^{*1} and Operation

Boosting the deliberate CSR activities

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 FY2008, the committee meetings were held on May 29 and December 10. Meanwhile, the manufac-

turing divisions, offices and the head office formulated their annual CSR-activity plans and execute them, systematically implementing their voluntary programs according the plans.



A scene at the CSR and Environmental Committee

Review of FY2008 and Plan for FY2009

Getting the systematic CSR activities settled

Coordinated approaches began in 2006 in four 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.

(1) Approaches in FY2008

Based on the three pillars: environment, traffic safety and local contribution, which were set up as the common ground for CSR activities across the whole organization, every manufacturing division and office as well as the head office came up with their CSR action plans. After the review by the CSR and Environmental Committee, these plans in practice have been managed by means of PDCA.

In September, 2008, the CSR Policy, the common ground for activities in environment, traffic safety and local contribution and the management by PDCA of Fuji Heavy Industries were extended to the 5 subsidiaries^{*1} which form the North American Environmental Committee. With the inception of the North American CSR Committee, we began promoting global CSR activities.

Furthermore, heeding various moves outside, including the increasing emphasis on corporate social responsibilities over the

whole range of business activities, meeting issues of global nature as represented by the environmental disruption, initiatives regarding CSR activities as typified by the ISO 26000 SR (Social Responsibilities) Guidelines, stakeholders' opinions and the outcome of the in-house questionnaires conducted continually so far, The CSR and Environmental Committee began precursory reviews of the CSR Policy.



A scene of North American CSR Committee

(2) Approaches in FY2009

The CSR Policy was revised taking account of the increasing emphasis on corporate social responsibilities over the whole spectrum of business activities, meeting right the global issues as represented by the environmental disruption, and the guidelines on CSR activities.

With the CSR Policy revision, the "fundamental CSR and strategic CSR," essentially required of a manufacturer whose products and services are constantly favored by customers, will be clearly identified as the ones that need be initiated at the corporate level. At the same time, the three pillars: environment, traffic safety and local contribution, will be positioned as the common ground for company-wide initiatives at the individual level.

We will carry on our work to get systematic CSR activities rooted and step up their level globally with a unified effort of the whole group.

*1 The member of North American CSR Committee are SIA, SOA, SCI, RMI, SRD.

◆Three pillars of CSR activities of SUBARU group

Common Item	Idea	Content
Environment	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% (a national campaign against global warming) Promotion of eco-minded actions at home Approaches as group
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
Cleaning	Strive to contribute to local communities who are vital partners in conducting business.	Clean around plants Tie-up with local governments Support local events

◆CSR action plans

Phase	Current Issue	Overhaul and Startup	Specific Actions	Fixing Actions
	FY2006	FY2007(Actual)	FY2008(Plan)	FY2009
Action Item	Raise awareness of links of individual's behaviors with CSR	①CSR class added in training programs for new general managers ②CSR concept introduced to affiliates in North America as group activities ③CSR activities promoted on trial using EMS's procedures (at head office)	①To be build in skill-specific trainings practiced at each manufacturing division ②To promote systematic CSR actions at affiliates in North America ③To promote SUBARU group-common programs	①Revised the CSR policies based on the world trends ②Thoroughly known the revised CSR policies to all. ③CSR class will add in training programs for new managers ④Promote the level up of North American CSR Committee. ⑤Progress to consideration of CSR voluntary plan.
	Build system to efficiently and reasonably share, adjust, cascade and summarize CSR-related information	①Corporate Environment Committee reorganized as CSR and Environmental Committee to review both CSR and EMS by top management ②Company-wide cross functional organization built by assigning members who represent each manufacturing division ③Company-wide CSR activities reviewed and new action programs mapped out	①CSR and EMS matters to be closely reviewed by top management at CSR and Environmental Committee ②Company-wide cross functional organization to be revitalized by members who represent each manufacturing division ③Besides group-common 3 pillars, CSR activities to be promoted by manufacturing divisions for community contributions	①Through the opening of CSR and Environmental Committee constantly, realize the level up of CSR and EMS management skills. ②To promote the understanding and percolation of CSR activities into each Manufacturing Division. ③Promote the fixation of CSR activities based on group-common 3 pillars

Basic Concept

In order to provide all stakeholders including customers and shareholders with even more satisfaction and reliance, we are 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, 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.

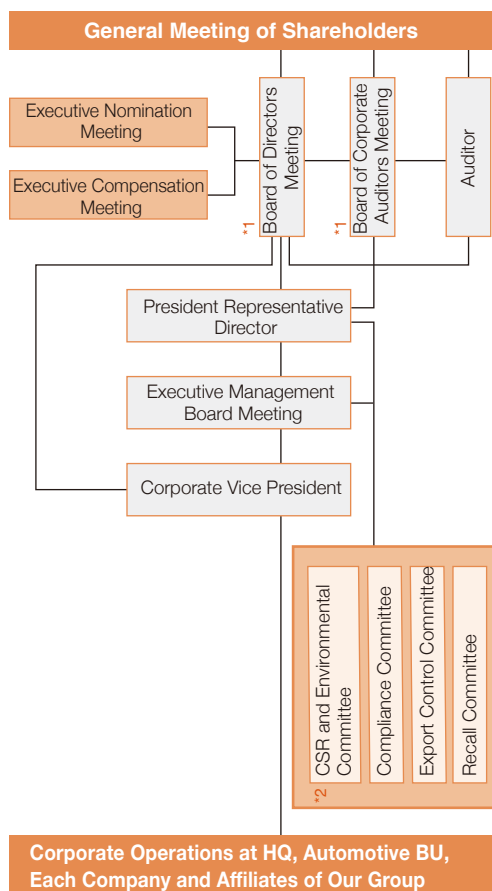
All these measures are designed to clarify management decision-making and operational functions, increase decision-making speed and enhance the effectiveness of business operations. The Board of Corporate Auditors Meeting consists of four corporate auditors, and is responsible for receiving reports on 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.

Establishment of Internal Control System

Completed the streamlining of system in the whole SUBARU group.

Internal control is an indispensable mechanism to achieve corporate objectives, and the top management is responsible to establish it

◆Corporate Governance system



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

*1 The Board of Directors Meeting consists of 7 executives. The board of Corporate Auditors Meeting consists of 4 auditors, including two outside corporate auditors, to observe the corporate management objectively (as of June 24, 2009).

*2 CSR Committee and Corporate Environment Committee have been integrated into CSR and Environmental Committee, which have been operated since May 5, 2007.

Risk Management

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

Basic Concept

A compliance system which is the basis for risk management is in place for proper management. The business operations executed at each group company will be audited systematically.

situations as follows, we mapped out BCP by business unit and are promoting uninterrupted 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.

Risk control

Following instructions in a manual, we solve various types of emergency.

We understand 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.

Draw up BCP^{*1}

Promoting sustainable business operations.

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

Apology for Misconduct by an Officer of SUBARU Dealership

In the midnight of June 2, 2009, an officer of a SUBARU dealership Hokuriku SUBARU Corporation caused an accident involving property damage while driving under the influence of alcohol. Indeed, this is an intolerable act by a person who works for an auto selling company which is expected to play a positive role for traffic safety, especially in elimination of drunken driving. We have taken this accident seriously and would express our sincere apology to customers and other people for their concern and any inconveniences they might have had.

We will double our efforts to prevent re-occurrence through such measures as reshuffling the top management of Hokuriku SUBARU Corporation.

^{*1} Business Continuity Plan

Compliance

Foundation of Management and One of Most Important Issues

Basic Concept

SUBARU's basic compliance policy is provided for by the Compliance Regulations as follows.
"We regard 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."

Observance of the 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.

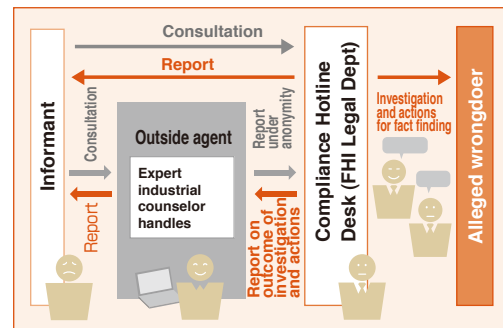
Compliance Hotline System

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 (Flow from consultation to solution)



Compliance Hotline Card

FY2008 Compliance Activity Achievements Overview

Education and Trainings on Compliance,

In FY2008, over 3,000 people including employees of group companies took part in compliance and practical legal trainings which

were hosted by Legal Dept. and personnel and education departments. Case-study trainings were attended by about 120 people to deepen their understanding through thinking for themselves and discussing immediate issues. Also at divisions and group affiliate, they give trainings to their members 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.

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

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.



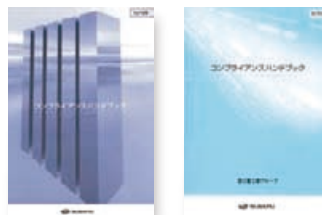
100 Case Studies of Compliance Issues



Training for Case Study of Compliance

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



Compliance Handbook for SUBARU affiliated companies

Voice

Mikiko Hisamatsu
Judicial affairs Department



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. It is rather hard to make people get legal knowledge within limited time frame. In this respect, seeing people look convinced is very encouraging all the more.

Everything We Do Is for Our Customers

Stepping Up Efforts for “Customer Comes First”

Basic Concept

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.

Communication with Customers

Activities of Customer Relations Department

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We feed the invaluable opinions, demands and suggestions from customers back to the relevant departments/divisions to increase customer satisfaction by improving quality,

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)

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.

Responsibility of the CS Promotion Section

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.

The Japan Sales Satisfaction Index (SSI) Study ^{SM*1}

In the 2008 Japan Sales Satisfaction Index (SSI) Study by a third-party survey body J.D. Power Asia Pacific, Inc.SM, SUBARU was ranked 7th out of the 12 companies surveyed. But the score was higher than the industry average of 594 by 5 points, only one point behind those for Honda and Nissan each with 600 points that were ranked high among the

◆ Trends in requests for assistance from customers

FY	Number of requests	Compared to previous year
2004	60,000	130%
2005	59,000	99.7%
2006	59,000	100%
2007	62,000	105%
2008	60,500	97.8%

Voice

Yutaka Nishigaya

Planning department
Customer center



Co-working with Dealerships staffs

As a member of the domestic service system promotion group, I have been working to strengthen the capabilities of our dealerships to deal with customers in after-sales service. It takes more than simply meeting or greeting customers. What we are working with staff people of dealerships is establishing a system to make customers feel assured, safe and pleasant in leaving maintenance service of their cars to us through such practices as easy reservations for legally required safety inspection and periodical checkups and timely completion of service work as scheduled.

domestic car manufacturers. We regard this performance as a positive result of the thorough implementation of the basic activities unified throughout the nation and each individual effort for improvement.

Reinforcing Efforts toward CS Improvements.

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. 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.

Also, the 6 members of the group for domestic system promotion go to the work sites of their assigned dealerships to support and guide them for CS and work improvements.

On the other hand, the 2 members now exclusively assigned to improve CS at dealerships overseas began their activities. While they modify the methods domestically proven effective in CS surveys and on-site diagnosis as well as in communication with customers to suite each market situation for introduction overseas. At the same time, successful examples overseas are taken in for domestic application. In this way, we are gearing up for strengthening the framework to enhance group profits, centered on the well-developed education and CS improvement at home and overseas.

SUBARU Academy

The SUBARU Academy which opened in January, 2005 has training facilities including 133 rooms for accommodation, a 4-wheel chassis dynamometer^{*1}, test track and low-friction road^{*2}. 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 FY2008, 5,500 people including 2,800 salespersons and 1,800 mechanics took classes in total.

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



The look of the SUBARU Academy



Practice room

Education and trainings for all the dealership personnel

The staff people 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 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 running the certification system and hosting contests competing over their skills in sales and service.

Education and trainings for overseas dealerships

We are aggressively driving the introduction of a certification system for dealerships overseas in addition to various trainings for their chief mechanics and instructors-to-be and working out a mechanism to recognize their skills.

Moreover, we are working to expand the scope of training to managers and people working at the front desk.



Technical training for mechanical staffs of overseas partner companies.

^{*1} 4-wheel chassis dynamometer:

A equipment to measure the amount of house power, fuel efficiency, exhaust gas with simulating same condition as real drive.

^{*2} Low-friction road: Test track which simulates slippery road surfaces.

Everything We Do is for Our Customers

To provide the products with the highest level of quality

Quality Policy

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

Product Quality Management System

SUBARU promotes the Product quality management system based on the Quality Policy in each manufacturing divisions.

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.

Response to recalls

The total number of recalls in FY2008: 4
Our website has an open page for recall.
We are taking measures to prevent accidents and protect drivers and passengers.



Please visit our website for the detail of our response to recalls. (in Japanese only)
<http://www.fhi.co.jp/recall/>

Making Safe Vehicles

Fundamental philosophy

SUBARU is working not only to enable all the passengers to enjoy safe and comfortable rides in diversified situations, but also to

enhance the safety of the mobility society with the surrounding environments and people's safety in mind. In this regard, envisaging many modes of possible accidents, SUBARU has been involved in the development of vehicle safety technologies including "active safety technology" to prevent an accident and "passive safety technology" to minimize damages in the case of an accident. Also, we are actively taking part in such industry-government-academia projects as Intelligent Transport Systems (ITS)^{*1} and Advanced Safety Vehicle (ASV)^{*2}.

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. The advanced driving assist system "EyeSight"^{*3} was installed on the LEGACY remodeled in May, 2008. This system is a driving assist system which provides excellent pre-crash safety to reduce the extent of impact injuries suffered by persons involved including pedestrians and bicycle riders with a new type of stereo camera and newly developed 3D image processing engine. It has such functions as the "world-first"^{*4} pre-crash control at extremely low speeds of less than 15 km/hour in jammed traffic", "unintended AT start-up prevention control", "lane deviation warning", "sway warning" and "cruise control with any-speed follow-up function".



Approaches to Passive Safety

SUBARU cars demonstrate excellent safety performance against crashes from any

^{*1} ITS: Intelligent Transport Systems using the newest information communicate technology with sending and catching information among human, road, and vehicle. It's aiming at the future which has no car accidents, no traffic jam and coexistence with environment friendly.

^{*2} ASV: Advanced Safety Vehicle is the new vehicle which has the driver support system with advanced technologies. ASV project has been promoted by the Ministry of Land for 5 years a term (first term was from 1991) and now is in the middle of forth terms (from 2006 to 2010).

^{*3} EyeSight: The next generation ADA(Active Driving Assist) announced by SUBARU in October 2007.

^{*4} As of March 2008 by SUBARU research

direction due to their “new ring-shaped reinforcement frame structure”. They are also designed to secure the compatibility performance for mutual mitigation of damages in an accident involving an oncoming vehicle or pedestrian. The FORESTER and the EXIGA selected in 2008 JNCAP were highly credited for impact safety performance (driver and passengers) and pedestrian head protection performance, winning the “JNCAP EXCELLENT CAR 08/09”^{*1}, following the IMPREZA that won the “JNCAP GRAND PRIX 07/08” in FY2007.



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

Approaches to ASV

SUBARU has developed a vehicle “SUBARU ASV-4” equipped with the “Vehicle-Infrastructure Cooperative Safe Driving Assist System” that is designed to prevent an accident at an intersection by means of inter-vehicle and road-vehicle communications using such infrastructural devices as sensors set on the road. We participated with this vehicle in the validation tests on public roads in the Tochigi region and the new Tokyo waterfront sub-center district, and in the public demonstration “ITS Safety 2010” held in February, 2009. We are proceeding with further verifications for practical application and assessment of their effects on accident reduction.



SUBARU ASV-4

Approaches to TRANSCARE Vehicles

The New released car, “EXIGA”, is also added on the lineup of TRANSCARE series^{*2}.

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”.

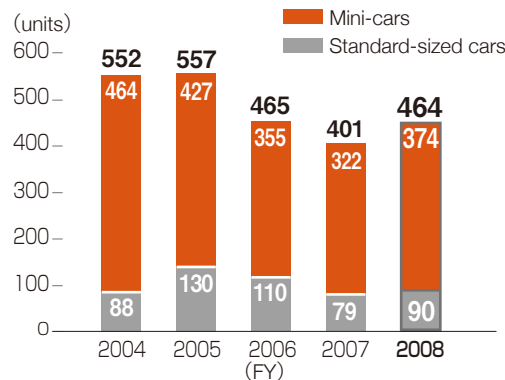
We aims to develop labor-saving devices that can be handled by care givers and care recipients.

There are a wide selection of TRANSCARE automobiles from mini-wagon car, Samber, and mini-car, STELLA to standard-sized car, FORESTER, and EXIGA released in 2008. In FY2008, the number of Trance care series sold was 374 for mini-cars and 90 for standard-sized cars.



EXIGA with Wing Seat

◆Number of TRANSCARE series sold



^{*1} JNCAP(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. The JNCAP EXCELLENT CAR is awarded to the vehicle that has 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} 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.