

# Customers and Products

Communication with Customers

FY2013

## Putting Customers First with the SUBARU Declaration

In October 2011, SUBARU issued the SUBARU Declaration, which specified the goal of being chosen by customers for "Enjoyment and Peace of Mind" and the attitude and actions needed to achieve this goal. Sharing the same goal, our dealers have also posted their own SUBARU Declaration and are engaging in initiatives to implement them.

### SUBARU Declaration

- We aim to be **No. 1** by being the automobile brand that offers customers "**Enjoyment and Peace of Mind.**"
- All SUBARU employees will present "**Enjoyment and Peace of Mind.**" as brand values to customers and offer them the **highest level of service.**



# Customers and Products

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## Activities in the Customer Relations Department

To receive enquiries, conduct consultations and handle requests and comments from our customers, we have established the SUBARU Customer Center. We respond to our customers under a simple code of conduct: "prompt, accurate, and fair," aiming to provide "Enjoyment and

Peace of Mind." The valuable comments and requests received from customers are passed on to the relevant departments so that suggestions can be reflected in making future improvements and in product planning, quality, sales, and after-sales services.

### SUBARU Customer Center



(Note that your call will be recorded to confirm the content)

Please contact SUBARU Customer Center if you have any inquiries as below,

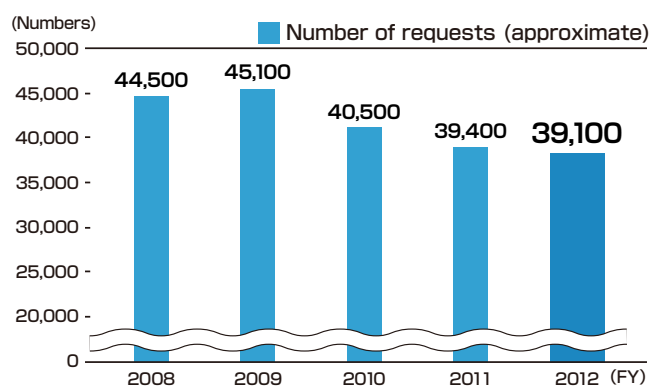
- 1 Opinions/Comments/Guidance(catalog, dealership, changing address, etc.)
- 2 nquiries/Request for assistance

Office Hours  
(Japan Time)

9:00am - 5:00pm (Weekdays)\*  
9:00am - 12:00am/1:00pm - 5:00pm  
(Saturdays, Sundays and Public holidays)

\*Information service only for Opinions/Comments/Guidance is available on weekdays 12:00am - 1:00pm, and on Saturdays, Sundays and public holidays.

### Trends in Requests for Assistance from Customers



Note: The number of cases does not include inquiries about grades from automotive-related companies.

## Revised Customer Satisfaction Survey Criteria

To realize the SUBARU Declaration, which was issued as part of the FY2012 mid-term management plan, we have revised our SUBARU Customer Satisfaction Survey criteria. To the survey criterion "level of satisfaction," which measures customers' assessment of the service provided by dealers, we have added "level of trust," which measures

customers' future expectations based on the quality of service they have experienced. We will use survey results to help us provide the "Enjoyment and Peace of Mind" expressed in the SUBARU Declaration while building relationships with customers that encourage them to continue choosing us over the long term.

## Results of External Customer Satisfaction Survey

In the second Japanese Customer Service Index (JCSI) survey conducted by Service Productivity & Innovation for Growth (SPRING) in FY2013, SUBARU won the No.2 rating for customer satisfaction among the eleven automotive companies included in the survey.



## Results of the SUBARU Questionnaires

By taking seriously the opinions and demands of customers throughout the fiscal year, and continuing to make improvements, the survey results for FY2013 indicated a rise in satisfaction level with each passing month as well as our ability to achieve constant results. On the other hand, the survey results indicated that the level of satisfaction/expectation of customers who have spent years since purchasing a SUBARU car is relatively low, compared with customers who just purchased.

Recognizing that after-sales service improvement is a problem, in FY2014 we are conducting initiatives with the emphasis on making thorough after-sales follow-ups part of our efforts to raise the level of customer satisfaction. By supporting mobility that is fun and safe for our customers, and realizing the tenets of the SUBARU Declaration, we aim to build up relationships whereby customers continue to choose SUBARU over the long term.

### Customer Satisfaction (CS) Activities Focusing on Dealers

We are offering support and promotional services mainly to domestic SUBARU dealerships to continuously raise the level of customer satisfaction, which underpins our brand image. We take heed of customer opinions obtained

from SUBARU Questionnaires as well as feedback from SUBARU dealers, and make sure these are reflected in the improvements we make to products, quality, sales and after-service.

### Developing Dealer Employees in Japan

As part of our efforts to continuously enhance CS, the SUBARU Academy provides support to dealers in Japan based on the principles of the SUBARU Declaration. Through education services and general guidance, the

SUBARU Academy helps dealers develop employees and create workplace environments in which human resources development initiatives can be successful.

#### SUBARU Academy

The SUBARU Academy opened in Hachioji City, Tokyo in January 2005. This training facility includes 133 rooms for accommodation. The many training programs carried out here span the entire gamut, from helping new recruits to management officers. Employees across the whole job spectrum, from service mechanics to domestic/overseas dealer sales staff have opportunities to develop their skills systematically.



SUBARU Academy

#### Number of Trainees Enrolled in Dealer Education Program

	2012 (first half)	2012 (last half)	Total
Manager, sales	1,267	838	2,105
Service, others	1,179	1,344	2,523
Total	2,446	2,182	4,628

\*Includes business trip training, etc.

#### STARS Sales Professional Certification Program

In FY2013 we introduced the STARS\* sales professional certification program to SUBARU dealers in Japan. Under the program, SUBARU salespersons receive a range of training to improve their ability to undertake business negotiations, as well as their customer service skills, and sit for tests to get higher qualifications as sales professionals. In the test conducted in FY2013 and FY2014, a total of seven sales members won the highest qualification (SUBARU Sales Meister).

\* SUBARU SALES TRAINING AND RATING SYSTEM (STARS): Rating system to help salespersons develop themselves through repeated Off-JT (study), OJT (practice) and qualification tests (challenge).



Training provided under the STARS program

Hiroaki Asaoka of TOKYO SUBARU Takenotsuka Store, who obtained the SUBARU Sales Meister qualification

## International CS Initiatives

With the goal of achieving uniformly high after-sales service around the world and helping SUBARU customers drive with peace of mind, the SUBARU Customer Center works with importers around the world to help them and their dealers enhance their educational systems and overall structures. Through initiatives like the Service Advisor

### Technical Training

Improving the skills of car mechanics working at dealers is crucial to gaining the customers' trust through vehicle servicing. To attain this, the SUBARU Customer Center has developed the "SUBARU Technician Education Program (STEP)" for worldwide use. This program is used to train our importers as instructors, so that SUBARU mechanics overseas can enhance their skills through them.

Further, the service advisor proposing the relevant services for customer demands can be regarded as the key person in CS improvement. We are enhancing education by developing a SUBARU education program to train service advisors, so that the services advisors closest to the customers are able to offer them a distinctive SUBARU service.



Service Advisor Education Program material (extract)

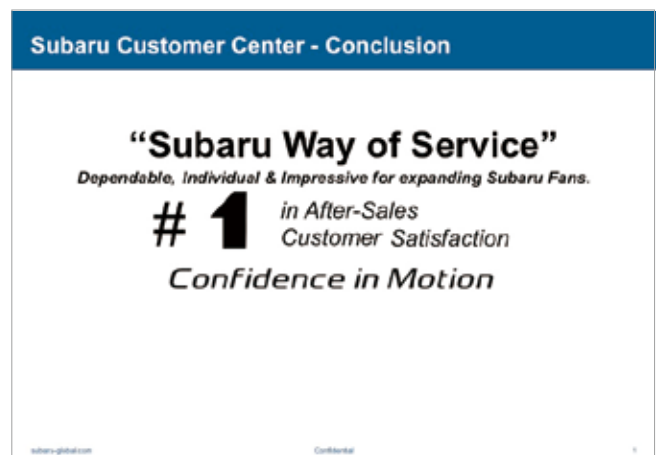


A scene from Service Advisor Education

Development Program and After-Sales Service CS No.1 Committee, we are building a corporate structure that can deliver customers service that meets their needs while ensuring that our importers and dealers worldwide offer service worthy of SUBARU.

### Organizational Reinforcement

The SUBARU Customer Center sets the targets to achieve "top after-sales customer service in the region" as a part of the mid-term management plan, "Motion-V." In order to achieve this, we established our "After-Sales CS No.1 Committee" with the aim of integrating CS improvements with overseas dealerships. The meeting of the Committee was held twice last year, and under discussion were specific measures to improve CS.



Material from meeting of the After-Sales CS No.1 Committee (extract)



A scene from After-Sales CS No.1 Committee

# Customers and Products

Quality Management

FY2013

## Quality Policy

We actively deliver high quality products and services to impress customers through the establishment of quality policy in line with our customer first policy and a high level of integration of safety, enjoyment and environmental performance.

### Quality Policy [Established November, 1994]

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

### Product Quality Management System

- 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.

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# Customers and Products

Quality Management

FY2013

## Response to Recalls

We are taking measures to prevent accidents and protect drivers and passengers.

**The total number of recalls in FY2013 : 7**

Please refer to the FHI website for the details of our response to recalls.

(In Japanese only)

[▶ http://www.fhi.co.jp/recall/](http://www.fhi.co.jp/recall/)



# Customers and Products

Making Safe Vehicles

FY2013

## Thoughts on Primary Safety

We are continuing to evolve automobile safety technology on various fronts. However, the ideal is that no danger should be encountered, and the basis of this is correct judgment and operation by the driver.

Primary Safety is based on an approach that

enhances safety through initial and basic design techniques for the automobile form and interface. To realize safe, concentrated driving without distraction, SUBARU pays meticulous attention to details of the instrument panel and seat design, including visibility design.

Click here for more details. [▶ http://www.subaru.jp/about/technology/spirit/safety/sdesign01.html](http://www.subaru.jp/about/technology/spirit/safety/sdesign01.html)

## Thoughts on Active Safety

Active Safety is an approach to safety based on preventing accidents, assuming that accidents may occur. In the event of an accident, for safe avoidance it is important to maintain vehicle stability no different from normal, under a variety of weather and road conditions. Based on the idea that the ultimate drive fosters safety, the exceptional fundamental performance delivered by our horizontally-opposed SUBARU BOXER engine and Symmetrical All-Wheel Drive are the basis for refinement of vehicle performance that enables users to drive with confidence in all kinds of environment and climate.

Click here for more details.

▶ <http://www.subaru.jp/about/technology/spirit/safety/asafety01.html>



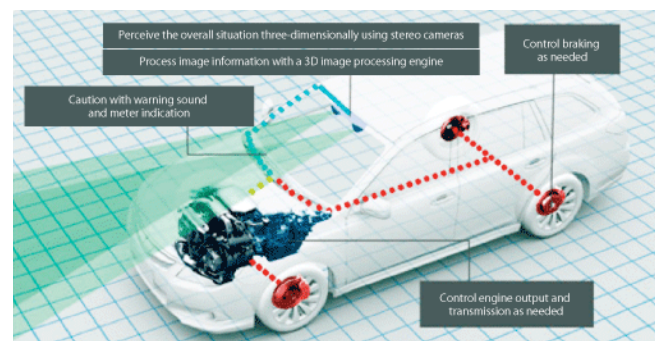
Horizontally-opposed engine



Symmetrical All-Wheel Drive

## Thoughts on Pre-crash Safety

Pre-crash Safety is an approach to safety that supports the driver's driving operations and predicts hazards with the aim of helping reduce damage in the event of a collision. SUBARU was quick to become involved in pre-crash safety, and has promoted its development. EyeSight (Ver.2) adopts a stereo camera for judging conditions in front of the vehicle as well as linkage to the engine, transmission and brakes for hazard avoidance, and has been highly evaluated as an advanced driving support system.



EyeSight (Ver.2) system illustration

Click here for more details. [▶ http://www.subaru.jp/about/technology/spirit/safety/pcsafety01.html](http://www.subaru.jp/about/technology/spirit/safety/pcsafety01.html)  
(Available only in Japanese)

## Thoughts on Passive Safety

Passive Safety is an approach to safety technology that aims to minimize damage in the event of an accident. SUBARU promotes development informed by safety ideas that take in all aspects of the vehicle. With an original crash safety body featuring a new Ring-Shaped Reinforcement Frame Body Structure, and engine layout, etc., for mitigating collision impact on vehicle occupants, cabin occupants are, of course, protected. But SUBARU also considers collision with pedestrians in its safety system, for which it is highly acclaimed, not only in Japan but also throughout the world.

Click here for more details. [▶ http://www.subaru.jp/about/technology/spirit/safety/psafety01.html](http://www.subaru.jp/about/technology/spirit/safety/psafety01.html)



New Ring-Shaped Reinforcement Frame Body Structure illustration courtesy of the National Agency for Automotive Safety & Victims' Aid (NASVA)



# Customers and Products

Making Safe Vehicles

FY2013

## FY 2012 Car Assessment Results

### FY 2012 Car Assessment Results

In FY 2012, the IMPREZA and LEGACY both won the Japan New Car Assessment Program (JNCAP)\*1 Five Star Award\*2 under its new overall evaluation of safety performance. For the LEGACY, this was its second consecutive year to win the award. Overseas, all models in the SUBARU lineup sold in the U.S. were selected as 2013 Top Safety Picks\*3 by the Insurance Institute for Highway Safety (IIHS). In addition, as a result of their performance in the small overlap frontal collision test newly introduced by the IIHS, the LEGACY and OUTBACK received the 2013 Top Safety Pick Plus\*4 award, the highest rating currently established by the IIHS. Additionally, the FORESTER received Euro New Car Assessment Program (Euro NCAP)'s\*5 highest safety rating of five stars in 2012, while the FORESTER and BRZ received the highest rating of five stars by the Australasian New Car Assessment Program (ANCAP)\*6.



### JNCAP

- IMPREZA received JNCAP Five Star Award 2012.
- LEGACY received JNCAP Five Star Award 2012.



### IIHS

- All 2012 model year SUBARU cars received 2013 Top Safety Pick.
- 2013 model year LEGACY and OUTBACK (manufactured after Aug. 2012) received 2013 Top Safety Pick Plus.



### Euro NCAP

- FORESTER awarded five stars in 2012 rating.



### ANCAP

- FORESTER awarded five stars.
- BRZ awarded five stars.



\*1 A program in which the Ministry of Land, Infrastructure, Transport and Tourism and the National Agency for Automotive Safety & Victims' Aid (NASVA) jointly assess vehicle safety performance and disclose the results to the public.

\*2 To earn five stars, a vehicle must attain a minimum 170 points in the new overall safety performance rating, fulfilling level 4 or better in the full-wrap frontal collision test, offset frontal collision test, side collision test, neck injury protection performance test in a rear collision, pedestrian head protection performance test, and pedestrian leg protection performance test.

\*3 A car safety performance index. To be listed, a vehicle must achieve "good" ratings in offset frontal crash and side crash tests, a rollover test, and evaluations of seat/head restraints for protection against neck injuries in rear impacts.

\*4 To receive the Top Safety Pick Plus award, a vehicle must attain four "good" and one "acceptable" ratings or better in offset frontal crash and side crash tests, evaluations of seat/head restraints for protection against neck injuries in rear impacts, a rollover test and small overlap frontal crash test.

\*5 Car safety assessment program conducted since 1997 by an independent body comprising transport authorities and vehicle-related organizations in European countries.

\*6 Car safety assessment program conducted since 1993 by an independent body comprising transport authorities and vehicle-related organizations in Australia and New Zealand.

# Customers and Products

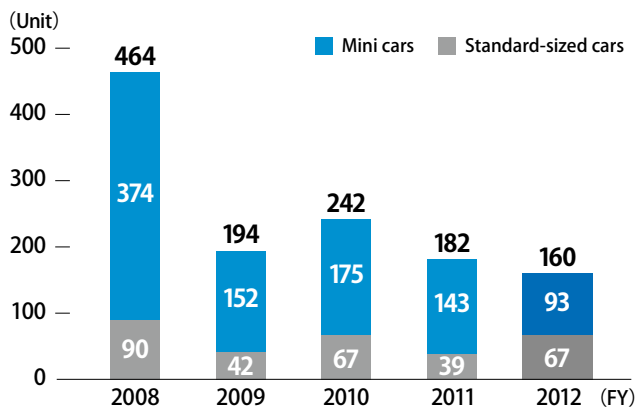
## Approaches to Welfare Vehicles

### "TRANSCARE Series" - from Standard-sized Cars to Mini Cars

SUBARU has been playing its role in the development and dissemination of welfare vehicles that allow the disadvantaged and the aged to ride at ease, aspiring toward "sharing the happiness of living through cars for everybody." SUBARU started producing and selling welfare vehicles for the disabled in 1980 and now is well known for the "TRANSCARE series." The TRANSCARE series

offers a wide range of options, from standard-sized cars to mini cars. We aim to develop vehicles that provide comfortable driving for both people who are in care and for care providers. We will keep working to make an effort to enrich this series for all customers' comfortable and reliable driving experience.

#### ■ Number of TRANSCARE Series Sold



FORESTER TRANSCARE Wing Seat (Lift type)