

1. Profile

■ Name	Fuji Heavy Industries Ltd. (FHI)
■ Established	July 15, 1953
■ Head Office	1-7-2 Nishishinjuku, Shinjuku-ku, Tokyo 160-8316 Japan TEL: +81-3-3347-2111 (switchboard) (03-3347-2111 when calling within Japan)
■ President	Ikuo Mori
■ Paid-in Capital	153,795 million yen
■ Number of Employees	12,843 (27,659 on a consolidated basis) as of March 31, 2009
■ Corporate Symbol	



Celebrating the 50th anniversary of its founding in 1953, FHI introduced the new 6-star corporate symbol and logo design that have long been associated with Subaru automotive business. Effective on July 15, 2003, the new symbol and logo were adopted globally to project a more cohesive brand image.

■ Subaru Environment Logo



In June 2005, we create the Subaru Groups environment logo. The environment logo has a leaf at the center, with green earth and blue sky to represent the globe. Into this logo, we incorporated our determination to activity on providing products that are friendly to the earth, society, and people, which is stated in the FHI Environment Policy.

2. Corporate Philosophy, Quality Policy and Environment Policy

■ Corporate Philosophy (Established in November 1994)

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 customer satisfaction.
2. We will aim to continuously promote harmony between people, society and 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.

■ Quality Policy (Established in November 1994)

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

■ Environment Policy (Established in April 1998)

FHI recognizes the integral relationship between the environment and its business activities, and services to provide products that are friendly to the earth, society and people. FHI is protecting the environment to ensure our future.

3. Trademarks (Subaru, Robin)

■ **Subaru** : Having been used for FHI's automobiles since March 1958, Subaru comes from the Japanese name of the Pleiades that belongs to the Taurus constellation. The Subaru emblem design reflects a cluster of 6 stars, known in Japan as *mitsuraboshi*. FHI is the first automobile manufacturer that used a Japanese word for a brand of automobiles.



SUBARU

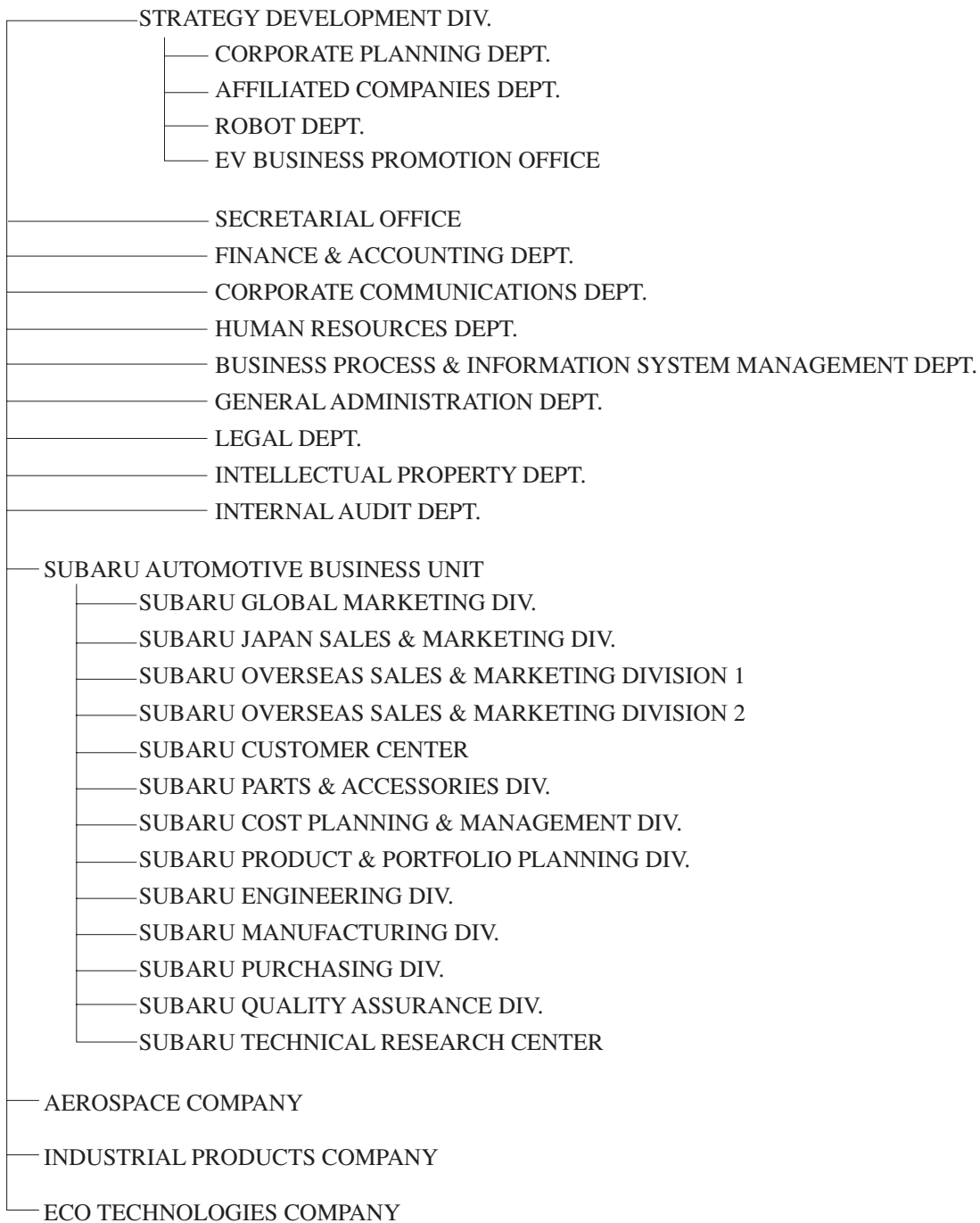
■ **Robin** : Adopted in May 1956 and registered as an official trademark in July 1960, Robin has been used for FHI's general-purpose engines. The Robin logo design captures the animated image of a flying *komadori*, or Japanese robin.



4. Organization

FUJI HEAVY INDUSTRIES LTD. ORGANIZATION CHART

(As of July 1, 2009)



5. Description of Business

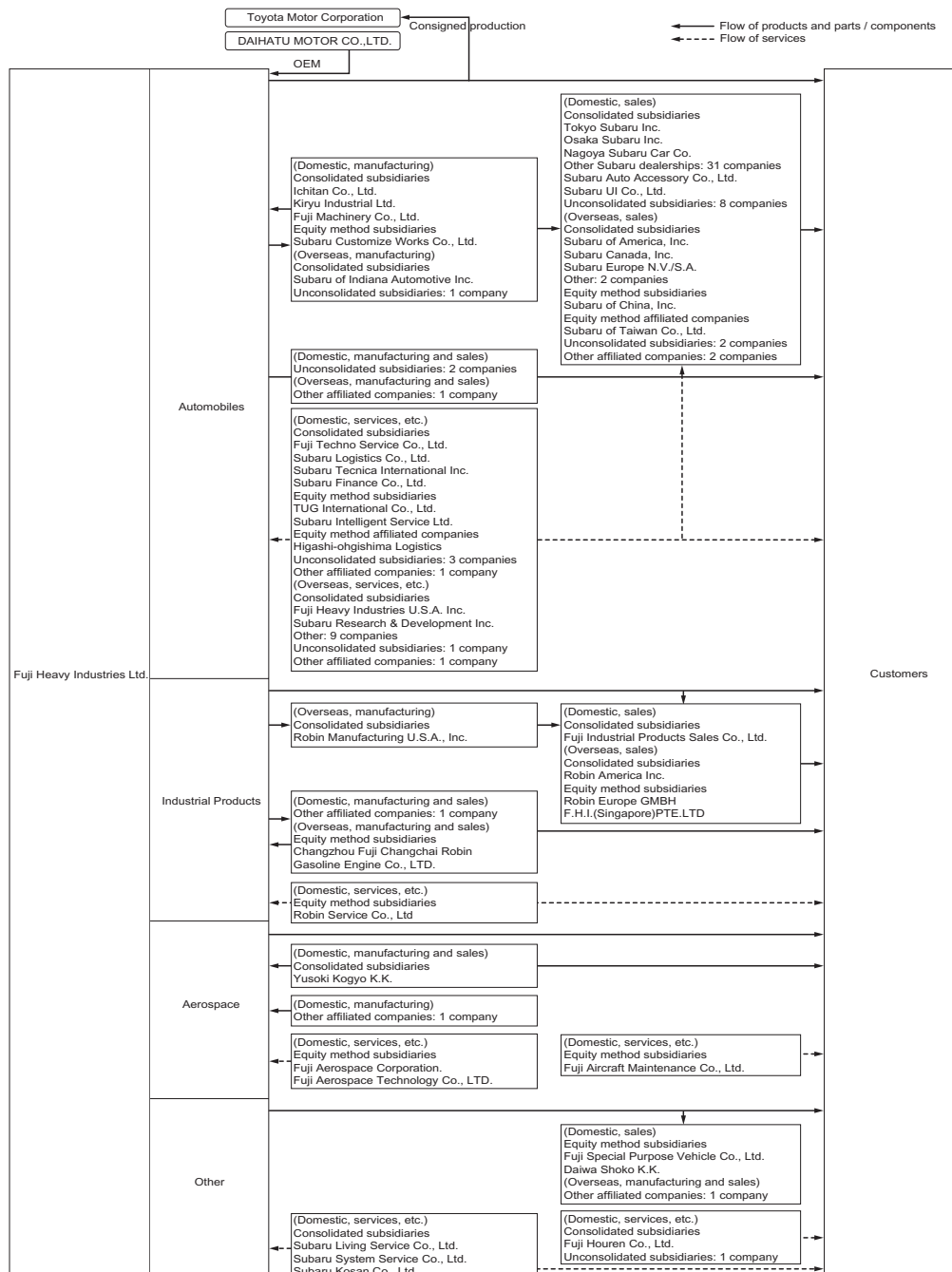
5.1. Main Business

Division	Contents of Main Business
Subaru Automotive Business	The manufacture, repair and sales of minicars, passenger cars and their components
Aerospace Company	The manufacture, repair, and sales of airplanes aerospace-related machinery and their components
Industrial Products Company	The manufacture, repair, and sales of generators, engine-equipped machinery, agricultural machinery, forestry machinery, construction machinery other machine tools and their components
Eco Technologies Company	The manufacture, sales, repair and service of sweeper, eco-related machinery

5.2. Main Subsidiaries and Affiliates

As of March 31, 2009 the FHI Group consisted of Fuji Heavy Industries Ltd., 99 subsidiaries, and 10 affiliated companies primarily engaged in four operations related to the Automobile Division, Industrial Products Division, Aerospace Division and Other Businesses, producing a wide range of products.

The flow chart below illustrates the relationship that each subsidiary and affiliate maintains with the parent company.



5.3. Main Affiliates

5.3.1. Domestic Network

(As of July 1, 2009)

- Yusoki Kogyo K. K.
- Fuji Machinery Co., Ltd.
- Ichitan Co., Ltd.
- Kiryu Industrial Co., Ltd.
- Subaru Kosan Co., Ltd.
- H. B. C. Co., Ltd.
- Fuji Techno Services Co., Ltd.
- Subaru Logistics Co., Ltd.
- Subaru Auto Accessories Co., Ltd.
- Robin Omiya Service Co., Ltd.
- Subaru Used cars Sales & Marketing Co., Ltd.
- Subaru Living Service Co., Ltd.

- Subaru Tecnica International Inc.
- Subaru Finance Co., Ltd.
- Fuji Aircraft Maintenance Co., Ltd.
- Fuji Aerospace Corporation
- Fuji Special Purpose Vehicle Co., Ltd.
- Subaru System Service Co., Ltd.
- Fuji Aerospace Technology Co., Ltd.
- Subaru Customize Works Co., Ltd.
- Fuji Houren Co., Ltd.
- Daiwa Shoko., Ltd.
- Subaru Intelligent Service Ltd.
- Fuji Industrial Products Sales Co., Ltd.

5.3.2. Overseas Network

Automobile

- Subaru of America, Inc.
- Fuji Heavy Industries U.S.A., Inc.
- Subaru Research & Development, Inc.
- Subaru of Indiana Automotive, Inc.
- Subaru Canada, Inc.

- Subaru Europe N.V. / S.A.
- Subaru Vehicle Distribution B.V.
- Subaru of China, Ltd.
- Fuji Heavy Industries Ltd. China Office

Industrial products

- Robin America, Inc.
- Robin Manufacturing U.S.A., Inc.
- Robin Europe GmbH Industrial Engine and Equipment

- Fuji Heavy Industries (Singapore) Pte. Ltd.
- Changzhou Fuji Changchai Robin Gasoline Engine Co, Ltd.

6. Employees

6.1. Number of Employees

	Number of employees			Average age	Average years of employment
	Male	Female	Total		
FY2005	13,060	923	13,983	38.6	18.1
FY2006	12,215	896	13,111	38.5	18.1
FY2007	11,914	887	12,801	38.3	17.8
FY2008	11,929	872	12,801	38.7	18.0
FY2009	11,968	875	12,843	38.8	18.0

6.2. Labor Union

The Fuji Heavy Industries Workers' Union, an enterprise-based union, had 11,484 members as of April 1, 2009. It is part of the Federation of the Fuji Heavy Industries Workers' Unions, a groupwide organization, which belongs to the Confederation of Japan Automobile Workers' Unions (JAW), an industry-wide labor organization.

6.3. Hiring of New Employees

	Office staff	Engineers	Manufacturing staff	Total
FY2005	38	158	153	349
FY2006	34	90	95	219
FY2007	46	129	123	298
FY2008	43	176	174	393
FY2009	44	236	236	516

7. History

■ Pre-Fuji Heavy Industries

- May 1917 Chikuhei Nakajima sets up the Aircraft Research Laboratory
- Apr. 1918 The Aircraft Research Laboratory renamed as the Nakajima Aircraft Factory
- Dec. 1931 Nakajima Aircraft Co., Ltd., incorporated
- Aug. 1945 Nakajima Aircraft Co., Ltd., reorganized and renamed as Fuji Sangyo Co., Ltd.
- Jun. 1946 The first Rabbit motor scooter produced
- Jul. 1948 Tokyo Fuji Sangyo Co., Ltd., founded
- 1950 In accordance with the Corporate Reconstruction and Reorganization Law, Fuji Sangyo was disbanded, and Tokyo Fuji Sangyo and 11 other new companies were formed and recognized as *daini gaisha* (meaning *second company*).

■ Corporate Timeline

- Jul. 1953 Fuji Heavy Industries Ltd. (FHI), established
- Apr. 1954 FHI's corporate logo selected through an in-house logo design contest
- Mar. 1960 FHI's common stock listed on the Tokyo Stock Exchange
- Oct. 1965 Operational divisions created: Automobile, Machinery, Rolling Stock and Bus, and Aerospace
- Jan. 1966 Head Office moves to a newly built Subaru Building
- Oct. 1968 Business tie-up agreement with Nissan Motor Co., Ltd., concluded
- Oct. 1970 Rolling Stock and Bus Division divided into Rolling Stock Division and Bus Division
- Aug. 1997 Cargo trailer operations transferred to FHI's affiliated company, Yusoki Kogyo K.K.
- Apr. 1998 FHI establishes its Environmental policy
- Dec. 1999 FHI forms a strategic alliance with General Motors Corporation; and signs a agreement on business alliance with Suzuki Motor Corporation
- Apr. 2000 Business alliance with Nissan Motor Co., Ltd., dissolved
- Mar. 2001 The Gunma Plant achieves "Zero Emissions" goals
- Mar. 2002 The Utsunomiya Plant and Saitama Plant achieves "Zero Emission" goals
- May 2002 FHI and NEC to establish a Joint venture company, NEC Lamilion Energy, Ltd., to develop a manganese lithium-ion type rechargeable battery for automobiles
- May 2002 FHI announces the Fuji Dynamic Revolution-1 (FDR-1) medium-term business plan; and introduces a new management structure
- Jan. 2003 FHI makes Subaru-Isuzu Automotive, Inc. its fully owned subsidiary, changes its name to Subaru of Indiana Automotive, Inc.
- Feb. 2003 FHI and Toyota Motors Corporation sign a collaborative agreement on G-Book telematics services
- Apr. 2003 FHI and Saab reach an agreement on joint vehicle development and sales cooperation
- Jul. 2003 FHI adopts the 6-star (*mutsuraboshi*) Subaru automobile emblem design as its new corporate symbol
- Mar. 2004 FHI transfers the prefabricated housing operations to its affiliated company
- Aug. 2004 FHI makes Yusoki Kogyo K.K., a wholly owned subsidiary
- Oct. 2005 FHI dissolves alliance with General Motors, entering a new business collaboration with Toyota
- Feb. 2007 FHI Sets Mid-Term Management Plan for FY2008-2011
- Apr. 2007 FHI Starts Producing Toyota Camry in U.S.

■ Automobile Business Timeline

- Feb. 1954 P-1 passenger car prototype named *Subaru* developed
- Mar. 1958 Subaru 360 minicar introduced; Subaru trademark adopted
- Oct. 1960 The Gunma Main Plant established
- Feb. 1961 Subaru Sambar Truck introduced
- Oct. 1965 Subaru 1000, Japan's first mass-produced, front-wheel-drive car, introduced
- Feb. 1969 The Yajima Plant begins operations
- Mar. 1969 Subaru FF-1 1100 series introduced
- Aug. 1969 Subaru R-2 launched
- Oct. 1971 Subaru Leone coupe introduced
- Jul. 1972 Subaru Rex launched
- Sep. 1972 Subaru Leone AWD Station Wagon introduced
- Jul. 1974 Leone low-emissions models without catalytic converters pass the 1975 exhaust emission level tests set by the U.S. Environmental Protection Agency

Mar.	1977	FHI developed the Subaru Exhaust Emission Control-Thermal (SEEC-T) system to comply with 1978 Exhaust Emissions regulations
Feb.	1983	The Oizumi Plant begins operations
Oct.	1983	Subaru Domingo introduced
Feb.	1984	FHI announces the successful development of the world's first electro-continuously variable transmission (ECVT)
Jun.	1985	Subaru Alcyone (XT), a sports coupe, introduced
Feb.	1987	Subaru Justy ECVT, equipped with the world's first electro-continuously variable transmission, introduced
Mar.	1987	Subaru-Isuzu Automotive, Inc. (SIA), a joint venture with Isuzu Motors Ltd., established in the U.S.
May	1988	FHI signs an agreement with Volvo for domestic sales of Volvo vehicles through Subaru dealers
Jan.	1989	Subaru Legacy sets a new world speed record in the continuous 100,000-kilometer drive with an average speed of 223.345 km/h
Feb.	1989	Subaru Legacy, a strategically important, new global car, introduced
May	1989	Ta Ching Motors, a joint venture in Taiwan, begins production
Sep.	1989	SIA starts production
Apr.	1990	First participation in the FIA World Rally Championship
Sep.	1991	Subaru Alcyone SVX introduced
Mar.	1992	Subaru Vivio introduced
Oct.	1992	FHI concludes a technology transfer agreement with China Guizhou Aviation Industry Corporation for minicar production in China
Nov.	1992	FHI becomes the first in the automobile industry to recycle painted bumpers for use in interior and exterior parts
Apr.	1995	Subaru Sambar EV introduced
Dec.	1995	Subaru captures the Manufacturer's and Driver's titles in the World Rally Championship (WRC)
Apr.	1996	FHI begins collecting scrapped bumpers in Japan
Feb.	1997	Subaru Forester introduced
Oct.	1998	Subaru Pleo introduced
Aug.	2000	All-new Subaru Impreza series launched
May	2001	Subaru vehicles go on sale in the Philippines and Indonesia through GM Autoworld networks
Aug.	2001	Subaru Traviq introduced in Japan
Apr.	2002	Subaru Europe N.V./S.A. established
May	2003	All-new Subaru Legacy introduced
Nov.	2003	Subaru Legacy awarded the Car of the Year 2003-2004 in Japan
Dec.	2003	Subaru R2 introduced; Legacy production surpasses the 1-million mark in Japan; Subaru captures the Driver's title (Petter Solberg) in the World Rally Championship (WRC)
Apr.	2004	FHI signs exclusive distribution agreements with three companies in China, establishing a sales network for imported Subaru cars
Sep.	2004	Total sum of domestic sales of Subaru passenger cars achieved 3 million units.
Nov.	2004	Subaru R2 awarded the RJC car of the Year 2005 in the category of <i>Best mini car</i> .
Jan.	2005	Subaru R1 introduced
Mar.	2005	Total sum of domestic sales of Subaru new car achieved ten-million units.
May	2005	Total sum of Legacy production achieved 3 million units.
Jun.	2005	B9 Tribeca introduced in North America
Jun.	2006	Subaru Stella introduced
Jun.	2007	Subaru Impreza introduced
Sep.	2007	Subaru Justy introduced in Europe
Dec.	2007	Subaru Forester Introduced
Mar.	2008	Subaru Boxer Diesel Introduces in Europe
Apr.	2008	Subaru Impreza Awarded "JNCAP GRANDPRIX"
Jun.	2008	Subaru EXIGA Introduced
Oct.	2008	Anesis (4-door Impreza model) introduced
Nov.	2008	Subaru Dex introduced in Japan under OEM agreement with Daihatsu
Dec.	2008	FHI to withdraw from FIA WRC after 2008 season
Jan.	2009	Horizontally-Opposed Diesel Engine awarded the Japan Society for the Promotion of Machine Industry Chairman's Prize at the 6th Prizes for Promoting Machine Industry.
Jan.	2009	Completed transition of Japan Subaru dealers to a controlling company system.
May	2009	All-New Legacy Series Debut in Japan
Jun.	2009	FHI to Launch "Subaru Plug-in STELLA" EV in Japan

■ Non-Automotive Business Timeline

A: Aerospace, I: Industrial Products, E: Eco Technologies, B: Bus Manufacturing, H: Prefabricated Houses, T: Transportation

Aug.	1949	B	Japan's first frameless rear-engine bus, Fuji, completed
Nov.	1953	A	Licensed production of the T-34A Mentor trainer plane begins
Oct.	1955	T	Japan National Railways designates FHI as its diesel-powered railcar maker
May	1956	I	Robin engine KD11 model announced
Jun.	1956	B	Japan's first air-suspension bus completed
Jan.	1958	A	Successful first test flight of the T-1 jet trainer plane accomplished
Feb.	1960	I	Robin Tractor T-4 model introduced
Sep.	1960	I	The trademark Robin for the industrial engine series is adopted and registered
Nov.	1961	A	FHI supplies the empennage and main wing beams to the YS-11 prototype, a twin turboprop airplane
Mar.	1962	E	Production of LP-101 Roadpacker begins in Japan through a technology agreement with U.S.-based Garwood industries Inc.
Aug.	1963	A	Production of HU-1B turbine helicopter begins
Oct.	1964	E	FHI and Karlkesboler AG of Germany sign a technological collaboration agreement on trailer production
Aug.	1965	A	Aero Subaru FA-200, the first light airplane made in postwar Japan, successfully test-flown
Jun.	1968	I	Production of Robin EY18 engines starts
Jul.	1968	I	FHI starts supplying engines for Polaris snowmobiles (Polaris Industries)
Jul.	1969	A	The Utsunomiya Plant for aircraft production completed
Apr.	1973	E	FHI completes a factory specialized in the production of Fuji Mighty sanitation trucks
Mar.	1974	T	FHI develops catenary-wire maintenance vehicles for the Tokaido Shinkansen bullet train line
May	1975	I	Export of Robin RG generator series begins
Jul.	1975	T	The KRT system, a new transportation system developed by FHI, is used at the Okinawa Marine Expo
Sep.	1978	A	FHI receives a contract from Boeing Commercial Airplane Group to manufacture of Boeing 767 components
Sep.	1979	T	Ohzora Express railcars for Hokkaido completed and delivered
Feb.	1980	I	Robin EY15-20 engine series launched
Apr.	1982	T	FHI introduces LE-Car, a diesel engine-powered train car for local lines that runs like a city bus with a single driver
May	1982	A	FHI appointed as the prime contractor for AH-1S antitank helicopter
Oct.	1983	B	FHI develops the prototype of Japan's first double-decker bus
Jan.	1984	H	Small-sized prefabricated house unit, <i>Minihouse</i> developed; launching as Fuji <i>Minihouse</i> in March
May	1984	B	FHI completes the first articulated bus
Oct.	1987	B	ASTEROPE sightseeing bus developed in cooperation with Volvo Bus Corporation
Jan.	1989	T	The world's first, pendulum-type diesel-powered trains delivered to JR Shikoku
May	1991	A	FHI concludes an agreement with Boeing to participate in the development of the Boeing 777
Jul.	1992	A	The second plant at Utsunomiya completed
Oct.	1992	I	Subaru SGV generator series with OHV engine introduced
Dec.	1992	A	The Handa Plant starts assembly operations of the Boeing 777
Nov.	1993	I	Robin America, Inc., a sales subsidiary established
Oct.	1993	E	Operational trials of the <i>Huston</i> automated waste management system for high-rise buildings get under way
Sep.	1994	I	Robin Manufacturing U.S.A., Inc., established
Feb.	1995	I	The Saitama Plant completed; begins operations in April
		I	Fuji Heavy Industries Singapore Pte. Ltd. established
Feb.	1996	A	A high-performance, auto-piloted RPH2 helicopter successfully concludes the first test flight
Mar.	1996	A	A helicopter with a new main rotor system (FBR) developed by FHI achieves the successful first flight
Jul.	1996	A	A Successful first flight and automated landing of ALFLEX, small-scale automated landing experimental vehicle for HOPE, the H-II Orbit Plane, being developed by the National Space Development Agency of Japan (NASDA)
Nov.	1996	A	FHI recognized as a "Supplier of the Year" by Boeing, making FHI Japan's first supplier to receive that recognition
		A	FHI signs a contract with Raytheon Aircraft Company to participate in a project for the Hawker Horizon advanced business jet
Jun.	1997	E	FHI and three companies jointly develop an ash resource recovery plant using incinerated waste
Sep.	1997	E	The First <i>Huston</i> system delivered to JR East Head Office

		E	A beverage container recycling plant developed and delivered
May	1998	H	A new, gable-type <i>Minihouse</i> introduced
Jun.	1998	I	Robin Europe GmbH Industrial Engine and Equipment established in Germany
Sep.	1999	I	Changzhou Fuji Changchai Robin Gasoline Engine Co., Ltd., a joint venture in China established
Jan.	2000	H	FHI introduces <i>Tender family</i> , a prefabricated, extended house unit, developed as a nursing care room for family members
Mar.	2000	E	<i>Huston</i> system awarded “Local Bureau Chief Award” for recycling technology by Japan’s Ministry of International Trade and Industry
May	2000	A	FHI concludes a contract with Bell Helicopter to manufacture the body of a civilian tiltrotor, the BA609 model
Jan.	2001	A	FHI chosen as a prime contractor for Supersonic Transport (SST) for the National Aerospace Laboratory of Japan
May	2001	I	Four models of the Robin EX engine series (OHC) introduced; Production begins at Changzhou Fuji Changchai Robin Gasoline Engine Co., Ltd.
		B	FHI signs a technology transfer agreement on bus body production with China’s Tong Fing Hangzhou Motors
Jun.	2002	A	FHI receives a contract from Airbus to manufacture A-380 components
Apr.	2003	A	Boeing’s “Supplier of the Year” awarded
Jun.	2003	A	The first Airbus A380 delivered
Oct.	2003	A	FHI signs a strategic partnership with a U.S. maker, making an inroad into the light jet market
Jun.	2004	I	FHI concludes an OEM agreement with a German diesel engine manufacture
May	2005	E	New refuse collection vehicle Fujimighty LP71 series introduced
		A	Japan Aircraft Development Corporation (JADC), MHI, KHI and FHI signed the contract of participating B787 program
Jun.	2006	A	FHI delivers the first Eclipse 500 production wing to Eclipse Aviation
Jan.	2007	A	FHI Successfully Delivers First Center Wing Box for Boeing 787 Dreamliner
Jan.	2009	A	Subaru Robin Cutter, a new engine-powered brush cutter, introduced