



OUR Drive for Impact

2021 Subaru of America
Corporate Impact Report



Table of Contents

Welcome from Thomas J. Doll, President and CEO of Subaru of America, Inc	3	Love Promise Community Commitment	37
More than a Car Company®	6	Subaru Share the Love Event	38
Living Our Values	10	Subaru Loves the Earth	41
Diversity, Equity, Inclusion, and Belonging.....	12	Subaru Loves to Care	49
Governance & Compliance	21	Subaru Loves to Help.....	52
Love Promise Customer Commitment	24	Subaru Loves Learning	55
Safety & Quality.....	26	Subaru Loves Pets	58
Recognition for What We Do	31	Camden: Our Hometown Commitment	61
Customer Service	33	Measuring Our Impact	67
Subaru Ambassador	35		



Welcome

from Thomas J. Doll,
President and CEO of
Subaru of America, Inc

At Subaru, it is our mission to show love and respect to everyone we encounter. Every year, we take actions on our journey to be More Than a Car Company®. Our 2021 Corporate Impact Report highlights the progress, opportunities, and achievements in 2021 that help us live out this goal.

On behalf of Subaru, I want to thank all our colleagues, retailers, and partners for their collaboration and hard work across our business. We are thrilled to invite you to read the stories of our 2021 impact. While some call it “Corporate Social Responsibility,” others “Corporate Citizenship,” or just “Corporate Responsibility,” at Subaru, it’s called our Love Promise. Below are just a few of our highlights. Read beyond the highlights to take a deeper look into our journey to be More Than a Car Company®.

2021 Highlights

Subaru Love Promise

The Subaru Love Promise is our North Star. Despite the challenges of the second year of the COVID-19 pandemic, we focused on supporting our Subaru Family, ensuring a safe workplace, providing reliable vehicles, excellent customer service, and strengthening the communities where we live and work.

Safety and Quality

Safety is our highest priority. With more Insurance Institute for Highway Safety (IIHS) TOP SAFETY PICK+ awards than any other brand since 2013, and six vehicles with a 5-star score from the National Highway Traffic Safety Administration, critics agree.

Action on Environment

The first zero-landfill automotive plant. The largest supporter of the National Park Foundation. Our fully

electric vehicle, the Subaru Solterra. Protecting our planet has long been a priority at Subaru.

Diversity, Equity, Inclusion, and Belonging

At Subaru, we believe our differing life experiences make us stronger. They allow us to learn from each other, respond with unique approaches, launch innovative programs, and, ultimately, grow stronger together.

The Subaru Love Promise

The Subaru Love Promise is our vision to show love and respect to all people at every interaction with Subaru.

Together with our retailers, we are dedicated to making the world a better place.

Awards

Recognition for Who We Are

Civic 50

This list of the 50 most community-minded U.S. companies is based on community engagement and social impact programs.

Human Rights Campaign Corporate Equality Index

Subaru received 100% on the Corporate Equality Index for the fifth year running for supporting issues affecting LGBTQ+ employees.

Adoption Friendly Workplace

This list ranks the top 100 organizations with the most robust adoption benefit programs for employees.

Axios Corporate Reputation Rankings

Subaru was recognized as one of the most trusted U.S.-based companies based on more than 40,000 polled Americans.

Recognition for What We Do

(2021 Subaru Brand & Product Awards)

Subaru earned these claims in calendar year 2021, awards may have expired.

IIHS TOP SAFETY PICK+

Subaru has earned more IIHS TOP SAFETY PICK+ awards through 2021, **more than any other brand since 2013.**

J.D. Power 2021 Highest Overall Brand Loyalty

For the third consecutive year, Subaru was awarded top honors in the J.D. Power 2021 **Best Brand Loyalty Awards for a combination of longevity, value, trust, and performance.** Subaru earned the highest overall score across both the mass market (non-luxury) and luxury automakers. For J.D. Power 2019- 2021 award information, visit jdpower.com/awards.

Kelley Blue Book

Subaru was named Most Trusted Brand for the seventh consecutive year and Best Overall Brand for the second year in a row. Subaru 2021 Ascent, Outback, and Forester vehicles had the lowest 5-year Cost to Own in their respective segments.

2015-2022 Kelley Blue Book Brand Image Awards are based on the Brand Watch™ study from Kelley Blue Book. Award calculated among non-luxury shoppers. For more information, visit www.kbb.com. Kelley Blue Book is a registered trademark of Kelley Blue Book Co., Inc.

Experian

Experian Automotive data shows that we are built to last, with 96% of Subaru vehicles sold in the last 10 years still on the road today.

Based on Experian Automotive nonluxury vehicles in operation vs. total new registrations for MY2012-2021 as of December 2021.

More Than A
Car Company®



1,316
SOA Teammates

Our commitment to being More Than a Car Company® is at the core of everything we do. A guiding principle across Subaru of America, Inc. (SOA), and our parent company, Subaru Corporation (SBR), these values mean we work as a team to align with our overall company commitment of providing customers with excellent products and services while also improving the lives of those within our Subaru community and beyond.

In the U.S., our dedicated Subaru team members showcase these values in the communities where we live and work. Subaru employs 1,316 colleagues at our U.S. headquarters, field offices, training facilities, regional distribution centers, and ports. We work with 37,456 people at our distribution and retail centers and another 6,497 people at our sister facility,

37,456
Retail Team Members

Subaru of Indiana Automotive (SIA). Together, these individuals collaborate to ensure we continue our drive for impact.

In 2021, we continued to endure the effects of the COVID-19 pandemic and worked tirelessly to ensure the safety of our team members. We've seen the barriers they have experienced in the face of global supply shortages and their impressive work in spite of those barriers to serve our customers. Being a positive force in our communities starts at home, which is why ensuring the safety of our colleagues is our top priority. You can read more about SBR and SOA efforts to protect employee health and jobs in the [Living Our Values section](#).

6,497
SIA Associates

Six Stars to Guide

We approach all interactions through the principles and behaviors laid out in our Six Stars to Guide Us – a set of values which we strive to practice daily. They are how we live out our Subaru Love Promise and how we inspire and motivate our fellow Subaru team members to join the corporate impact journey of being More Than a Car Company®.

Subaru and Our Family

Our Parent: Subaru Corporation

Our parent company, Subaru Corporation (SBR), headquartered in Tokyo, Japan, has led us on our journey to become a company with strong corporate responsibility, principles, and convictions. Four centuries before terms like corporate social responsibility, corporate citizenship, corporate responsibility, or environmental, social, and governance were coined to frame expectations around a company's impact, a Japanese document called the shuchu kiyaku (code of ethics) from the Tokugawa period encouraged corporations to think beyond profits. The shuchu kiyaku stated that commercial activity should be carried out not only for the sole benefit of a business, but also for the benefit of society. Subaru Corporation continues to lead through that legacy of care.

SBR tracks annual accomplishments to measure how far we've come on our goals and understand what direction we should take moving forward. Yearly achievements serve as mile markers on our drive to sustainable success. Some of SBR's achievements from 2021 include:

- Being recognized as a [CDP Supplier Engagement Leader](#) for the second year in a row. SBR's rating is based on how effectively it engages with our suppliers on climate change issues. **Only 8% of the companies assessed were selected as Supplier Engagement Leaders in 2021.**
- Receiving a high score on SBR's CDP climate change report because of ambitious 2030 and 2050 emission reduction targets.

[LEARN MORE](#)

Our Sister: Subaru of Indiana Automotive

Subaru of Indiana Automotive (SIA) is Subaru Corporation's U.S.-based manufacturing facility and a key leader in environmental management across all of Subaru. Industry-leading sustainability initiatives enabled **SIA to become the first U.S. auto plant to earn International Standards Organization (ISO) 14001 Certification in 1998 and zero-landfill status in 2004, and that dedication to innovation continues today.**

SIA is also committed to making a positive social impact. In 2021, SIA supported more than 70 nonprofit organizations through initiatives ranging from sponsorship and in-kind donations to volunteers. Philanthropic highlights in 2021 included:

- **Subaru CASA Cycling Challenge:** More than 300 riders raised \$128,000 benefiting abused and neglected children in the Tippecanoe County, Indiana Court Appointed Special Advocates (CASAs) program through the CASAs for Kids Fund. In the 10 years SIA has hosted this event on its test track, more than \$1 million has been raised.
- **Subaru Color 5K:** In its seventh year, the Subaru Color 5K event attracted 400 participants and raised more than \$50,000 for Students in Action, a program of Multiplying Good.
- **United Way of Greater Lafayette, Indiana Campaign:** SIA raised 20% of the overall community campaign total.
- **Tree Lafayette Partnership:** SIA sponsored the cost to purchase and plant trees with a dedication ceremony on Earth Day.

- **Wolf Park Partnership:** SIA sponsored the wolf and bison enclosures for the education, conservation, and research facility in Greater Lafayette.

In addition to corporate philanthropy, the SIA Foundation awards grants biannually to fund nonprofit projects in the areas of arts and culture, health and welfare, and education. Established in 1997, the foundation achieved record giving in 2021.

2021 SIA Foundation Highlights

33

Grants awarded to
Indiana nonprofits

\$300,000+

A new record in giving

Our Hometown: Camden, New Jersey

In 2018, we moved our U.S. headquarters to a new home in Camden, New Jersey. We have partnered with the city for over 30 years, but our 2018 arrival led us to further cultivate an engaged relationship with Camden residents, community organizations, and leaders. We are focused on fostering growth and creating positive impacts across all aspects of the city, including employment and environment. Read more about our hometown initiatives under [Love Promise Community Commitment](#).

Living Our Values

Diversity, Equity, Inclusion, and Belonging

Governance & Compliance

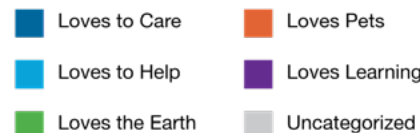


Our Mission

Subaru believes we must be a positive force for those around us, showing love and respect to all people. Guided by the Subaru Love Promise, we've kept our focus on helping to ensure all colleagues are valued, impactful, and successful. We work to instill these values and commitments every day inside and outside the workplace. We understand our unique backgrounds and experiences make us stronger. As we share our story in the 2021 Corporate Impact Report, we celebrate our achievements, reflect on our growth in our corporate responsibility activities, and look ahead to new goals.

Love Promise Volunteering Impact

One way our colleagues help Subaru of America, Inc. drive positive impact and change is through volunteering. In 2021, over 10,000 hours of volunteer time were donated to organizations that align with our Love Promise Pillars. Subaru is grateful to all of our colleagues who have given their time to support our commitment to communities across the U.S.



Because of our colleagues' dedication to volunteerism, Subaru is an industry leader in volunteering, with more than 70% participation (according to Benevity, Inc.), with the goal to increase that participation further in the coming years. You can read more about our Pillars in our [Love Promise Community Commitment](#) section.

Diversity, Equity, Inclusion, and Belonging

At Subaru, we believe our differences make us stronger. These experiences allow us to learn from each other, respond with unique approaches, launch innovative programs, and, ultimately, grow stronger together.

Governance & Compliance

Practicing the highest standards of ethics and integrity is a core tenet that makes Subaru More Than a Car Company®.

Diversity, Equity, Inclusion, and Belonging



Diversity, equity, inclusion, and belonging (DEIB) are central to how we foster our culture, how we make decisions, and how we treat each other with respect. In the past year, we have increased DEIB programs through internal engagement, like the employee-led Employee Resource Groups (ERGs); through outreach and recruiting, like our strategy with local Historically Black Colleges and Universities (HBCUs); and through our longstanding commitments to the National Association of Minority Auto Dealers (NAMAD); the Rainbow PUSH Coalition, an international civic rights organization; PFLAG, the first and largest organization for LGBTQ+ people, their parents and families, and allies; and more recently, the Women of Color in Automotive Network (WOCAN).

From our colleagues to our communities and retailers, we work to create the space for belonging. We celebrated multiple milestones in the Subaru of America, Inc. (Subaru) Family in 2021 and participated in thousands of conversations specific to how in some cases we are uniquely different, but stronger together; and through that lens we will accomplish our future goals. Our strategic approach allows us to measure the effectiveness, quality, and progress of our engagements. Read more about our Subaru Diversity, Equity, and Inclusion Plan and focus areas below.

Subaru Diversity, Equity, and Inclusion Plan

In support of our long-term commitment, Subaru continued to expand our DEIB efforts during 2021. Recognizing that real work must start within our business operations, Subaru is focused on making investments in four key areas within our company: Careers, Community, Culture and Commerce.

Careers

Continued Growth

We have long been an advocate of DEIB efforts. Subaru was the first automotive company in the United States to offer domestic partner benefits. Our efforts also include a 24-year partnership with NAMAD; a 20-year partnership with the Rainbow PUSH Coalition; and an eight-year partnership with PFLAG.

Leadership

The diversity of our leadership management team was strengthened in 2021. At the start of the year, Sheila Gallucci-Davis, Esq., was promoted to Senior

Vice President – General Counsel, Legal, Corporate Responsibility, and Philanthropy as the first female Senior Vice President at Subaru of America, Inc. Rob Font was promoted to Vice President – Digital Customer Experience and Marketing Analytics as our first Latino Vice President. Later in 2021, Subaru appointed Renee Rhem, Vice President – Customer Advocacy, to the Subaru Executive Team as our organization's first executive woman of color. We were thrilled to share these milestones, and even more excited to be working with such talented individuals.

Diversity, Equity & Inclusion Manager

In April 2021, Subaru welcomed Dr. Monica Curry, Ed.D, into the organization as our Manager of Diversity, Equity & Inclusion. She brings a strong track record of organizational management. She is responsible for partnering with business leaders across the enterprise to oversee and implement our DEIB strategy and help ensure an equitable workplace that focuses on responding proactively to the needs of our diverse Subaru Family. Dr. Curry

has been co-creating and delivering solutions that help ensure an inclusive environment, allowing us to identify and optimize the variety of skills and lived experiences that make up our talented teams.

Recruitment Strategy

We broadened our search for qualified candidates by establishing new strategic relationships with two Historically Black Colleges and Universities (HBCUs) within the greater Delaware Valley: Delaware State University in Delaware and Lincoln University in Pennsylvania. Subaru also partnered with the National Association for Black Accountants, the Association of Latino Professionals for America, and the Minority Corporate Counsel Association. Subaru hosted sessions to enhance brand awareness to promote recruitment efforts in 2021 with these new partners to further our work to engage and hire employees from diverse backgrounds.

Updated Interview Guide

The Talent Acquisition, Talent Development, and DEIB teams collaborated to update our Interview Guide with a renewed focus on behavioral-based interview questions connected to functional skills and our Subaru Leadership Competencies, ensuring a consistent candidate experience. By familiarizing

our interview teams with the Subaru Leadership Competencies, we help ensure interviewers are using consistent, unbiased interview questions, and that candidates understand the knowledge and skills needed to succeed at Subaru.

Pay Equity

As part of our ongoing effort to champion DEIB, we conducted a pay equity study in 2021 to determine if any systematic pay inequities existed through our company. Through this study, we reviewed multiple components such as job, performance, grade, education, experience, and potential along with demographic variables such as gender and ethnicity against total compensation of all Subaru colleagues. We were happy to find that no systemic inequities existed, and we will continue to assess our pay practices on an annual basis to ensure pay equity for all.

Community

Rainbow PUSH Camden County College Scholarships

Subaru launched the Subaru Scholarship for Automotive Excellence, in partnership with Rainbow PUSH. The scholarship allows for six

underrepresented Camden, New Jersey residents to be trained as automotive technicians at Camden County College, as part of our ongoing commitment to our hometown. In addition to academics, we support scholarship recipients by pairing them with Subaru retailers to provide mentorship, enhance their training, and help them gain full-time employment opportunities.

PFLAG

We have supported the important work of PFLAG as well as its network of chapters across the country for eight years. Our work with PFLAG aims to ensure that all youth – regardless of their family background or personal identity – are welcomed and accepted. Our most recent support helps the PFLAG national organization produce new resources on nonbinary identities for parents, families, and allies that focus on how the emergence of people with nonbinary identities provides an opportunity to learn more about gender and how others understand it.

WOCAN

We partner with the Women of Color in Automotive Network (WOCAN) to sponsor high-potential women of color with advancement and mobility in mind. Through the partnership with Subaru, WOCAN

will continue to create opportunities for women of color to engage more meaningfully in automotive communities, including in our own Subaru Family.

Girls Inc.

Subaru has committed to supporting women and girls everywhere. For the past five years, we've supported their efforts to inspire all girls to be smart, strong, and bold through the Subaru of America Foundation, Inc. With a focus on leadership, Girls Inc. is providing academic, social, and emotional support for girls in Camden, New Jersey, including mentorship; science, technology, engineering, and mathematics (STEM) education; and healthy decision-making. In 2021, our support sponsored more than 200 girls' participation.

For more on our community partnerships, see the [Love Promise Community Commitment](#) and [Subaru of America Foundation, Inc.](#) sections.

Subaru Mobility Assist

We developed our Mobility Assist program to better support customers who require vehicle modifications due to medically recognized physical disabilities. The program provides reimbursement assistance up to \$1,000 for necessary vehicle modifications for eligible Subaru vehicles. A wide range of modifications

can be implemented, from foot control steering to wheelchair lifts/ramps. In 2021, we processed 139 requests and allocated more than \$131,000 under the Mobility Assist program.

For more on Subaru Mobility Assist, visit the [Love Promise Customer Commitment](#) page.

Culture

Inclusive Leadership Training

In collaboration with industry leaders and consultancies, we created DEIB trainings focused on learning how to be an inclusive leader. More than 770 employees devoted 20 hours each toward these trainings this past year.

Coffee Talks

We held DEIB Coffee Talks during the last year so our teams could pause to listen to and better understand their fellow teammates by sharing stories about their personal and professional experience and identities. In 2021, Subaru facilitators led close to 500 Coffee Talks. We are proud that these conversations gave Subaru colleagues an opportunity to recognize and value each other's lived experiences and the intersections that make us who we are.

Living Room Talks

Our executive team and the leaders of the five Employee Resource Groups (ERGs) gathered regularly throughout 2021 to strategize on our company's short- and long-term DEIB initiatives and goals. The members from this group will be a part of the DEIB Council in 2022, a collaborative forum to discuss the needs of each of the ERGs' respective communities and beyond, and approaches to addressing these needs.

Read more on our culture in the [Employee Resource Groups](#) section.

Commerce

Subaru Retailers

Subaru actively seeks ways to increase DEIB across our network of retailers. For more than 15 years, we have worked closely with the National Association of Minority Automobile Dealers (NAMAD) to provide opportunities and funding to increase the diversity of our retailers. This includes providing qualified candidates access to low loan rates on acquired stores and assisting with the cost of professional group dues and financial consulting fees.

Digital Creators

In 2021, Subaru amplified diverse voices on our social media platforms. Through these campaigns, we highlighted stories about motherhood, Black representation in the outdoors, and people living with HIV.

Hello, Nature Podcast

Subaru teamed up with REI Co-Op Studios to sponsor Misha Euceph's podcast called Hello, Nature, an eight episode series dedicated to highlighting the silenced stories of America's national parks. As a Pakistani-American writer, Misha traveled in a Subaru Outback to tell a new story of our national parks, almost entirely through the voices of Black, Indigenous, and people of color.

Minority-Owned Vendors

We extend our DEIB commitment to our vendors and work with our community partners to create opportunities for inclusion across our supply chain. Extending our long-held approach to vendor diversity in our legal partners and others, our Camden headquarters' food service contractor expanded its

program by designating 40% of its weekly spend to minority-owned vendors. We will continue to expand the list and support these suppliers through our procurement process across SOA.

Employee Resource Groups

Company-sponsored Employee Resource Groups (ERGs) are a critical component of how Subaru engages the unique backgrounds and experiences of our team members to help us bring our DEIB strategy to life. These colleague-led groups give a platform to diverse ideas critical to every aspect of our business and invite teammates to proudly be their authentic selves while at work. In 2021, our five ERGs continued to celebrate our teammates' diverse perspectives, while strengthening the foundation for meeting our business goals. Each ERG leads projects close to its members' specific communities. However, the groups often collaborate on common causes, especially in times of high need and when working on making impacts in the Camden area.

ERG Collaborative Events

- **Hosted a Back-to-School Bash** in collaboration with the Camden City School District, where residents had the opportunity to receive COVID-19 vaccines and celebrate the start of the school year with music, games, giveaways, and free haircuts. Donated more than 600 bags, 250 pairs of shoes, and 1,200 pairs of socks to the Camden community during the event.
- **Supported the Gloucester County NAACP Scholarship** program in 2021, financing the future of New Jersey students and earning Subaru a Corporate Excellence Game Changers Award from the NAACP.
- Donated more than **10,000 pieces of outdoor clothing to Afghan refugees** housed at Joint Base McGuire in New Jersey.
- Coordinated a **\$45,000 sponsorship** with PFLAG supporting the expansion of their educational and community programming.

BLENDS

The Black & Latino Employee Network for Diversity at Subaru (BLENDS) embraces the Subaru Love Promise by promoting the strength of diversity

both within and outside of the organization. They are committed to supporting recruitment and training programs, maintaining an open forum for the exchange of ideas, and serving as a source of mentoring, educational, and professional development. BLENDS encouraged diversity at Subaru through these 2021 events:

- Held several virtual events for **Black History Month**, including a **Digital Art Museum**, **Poetry Reading** from two Camden residents, and cooking tutorials highlighting several popular dishes across cultures.
- Celebrated Juneteenth as a federal holiday with our community partners [Center for Family Services](#) and the Camden community
- Held virtual and in-person events during **Hispanic Heritage Month** that celebrated Hispanic culture while learning to create authentic recipes.

Evolve

Evolve is dedicated to informing, encouraging, and supporting all employees to support healthy lifestyle choices through mental, physical, nutritional, and financial well-being. In 2021, this group promoted wellness across the Subaru Family by offering these resources:

- Hosted over 125 hours of **virtual fitness classes** and **meditation courses**.
- Provided monthly **tips**, instructional **healthy cooking videos**, and a **monthly newsletter**, and organized **healthy lunches** at our headquarters cafeteria.
- Sponsored multiple **webinars**, including “**How to Advocate for Your Own Health**” and “**Building Body Stress Resilience**”.

Out+Ally

Out+Ally is a network of LGBTQ+ employees and allies that strives to establish community, support, and resources for LGBTQ+ colleagues at Subaru. They collaborate to create an environment of inclusion across the Subaru Family. During 2021, Out+Ally provided a forum of inclusivity and education for all through these actions:

- Collaborated with PFLAG to:
 - Host a Pride Month **5K Run/Walk that generated \$2,400 in proceeds**.
 - Facilitate seminars for Subaru, including “**Becoming a Trans Ally and Going**

Beyond the Binary” and “What the +?: Understanding and Supporting Expansive LGBTQ+ Identities”.

- Celebrate **National Coming Out Day** with a rainbow bagel breakfast and PFLAG resources to raise awareness for this important annual event.
- Packed **300 COVID-19 care and hygiene kits** for the [Mazzoni Center](#) in Philadelphia
- Donated **15 Chromebook laptops** to Valley Youth House for its Pride task force volunteers who dedicate their time to the Philly LGBTQ+ community.
- Donated **\$7,400 to local organizations** including the Garden State Equality Ball, [LUCY Outreach](#) holiday gifts, and school supplies for Philadelphia students.

In June 2021, during Pride month, Subaru sponsored several Pride events where we proudly showed off our first ERG Pride-wrapped Forester®. We sponsored the Haddon Pride Parade, our first appearance in a tri-state area Pride parade, as well as the Pride Union Game where Out+Ally gifted Pride gear to thousands of attendees to raise awareness for celebrating LGBTQ+ identity not just during Pride month, but all year long.

SARGE

Subaru Armed Forces Resource Group for Employees (SARGE) supports the active duty and veteran community, including their family members. To drive this mission, SARGE raises awareness nationally and in our local communities through partnerships that assist servicemembers. The group's 2021 involvement included the following community impacts:

- Donated \$10,000 to Wreaths Across America and participated in Wreaths Across America events in December, helping to lay 5,000 wreaths at more than 15 veteran cemeteries.

- Supported the housing and job placement efforts for 188 homeless veterans with Stand Down South Jersey.
- Hosted 74 veterans for a Veterans Day luncheon at our Camden headquarters with attendees from the American Legion, local Veterans of Foreign Wars chapters, Battleship New Jersey volunteers, and active-duty servicemembers from Joint Base McGuire.
- Collected and hosted Marines Toys for Tots at our headquarters, volunteering over 20 hours to package and ship 12 boxes of toys for the holidays.
- Hosted a four-week Remember Everyone Deployed (RED) contest honoring those actively serving by wearing red every Friday leading up to Veterans Day

Subaru Women's Network

The Subaru Women's Network exists to provide education, networking, mentoring, and support for all employees within Subaru and our community. The ERG is made up of a diverse group of people with the common goal of effecting positive impact at Subaru, which benefit women and all employees. In 2021, the Subaru Women's Network:

- Raised more than **\$8,000 in donations** to support organizations empowering women, including:
 - **AnitaB.org** – connecting, inspiring, and guiding women in computing and technology.
 - **Dress for Success** – empowering women to achieve economic independence by providing a network of support, professional attire, and development tools.
 - **Institute for Economic Empowerment of Women** – supporting women worldwide economically, socially, and politically.
 - **Catalyst** – driving change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership.
 - **She Runs It Foundation** – encouraging and promoting women's roles in all facets of marketing, media, and tech.
- Donated **two months' supply of feminine products** to the Anna M. Sample House Women's Shelter and Eleanor Corbett House, two organizations providing safe, supportive environments and resources to vulnerable women and families

Professional Resources and Development

At Subaru, we believe our colleagues should actively engage in professional development opportunities, our managers should support employee development, and we should enable development through tools and resources across our business. We are committed to building a robust talent pipeline by attracting new people, growing our skill sets, and retaining our colleagues. This includes a variety of training opportunities, including the Subaru Training and Resources United (STAR-U), our internal platform of educational programming, compliance training, Lunch & Learns, DEIB opportunities, and executive leadership training. In 2021 alone, over 10,000 hours were spent on professional development through STAR-U. Some specific opportunities are detailed below.

Mentoring Program

During our annual engagement survey, colleagues expressed a need for more development opportunities. As a result of this feedback, we began a six-month mentoring program pilot, Ignite: A Subaru Mentoring Program, with 60 Subaru employees across the country. As part of the pilot, we partnered

with all five Employee Resource Groups and matched interested applicants with a mentor or mentee. Following the Subaru Mentoring Program pilot, we gathered feedback on the potential for an in-house mentoring program that Subaru could scale out across the company. As we look ahead to 2022, we plan to support a larger, organization-wide program.

Leadership Competency Awards

We celebrate the qualities of strong management skills through our Leadership Competency Awards. We utilize our Subaru Leadership Competencies to establish what proactive leadership is and nominate finalists on a quarterly basis. These awards allow our colleagues to keep the competencies top of mind on a regular basis, recognize others, and reinforce our philosophy that anyone at any level can be a leader at Subaru. Finalists receive recognition from their senior leadership team, a celebratory trophy, and a \$250 charity reward to donate to a nonprofit of their choice through the Subaru Giving Portal.

LinkedIn Learning Challenges

Since 2020, we have promoted LinkedIn Learning as a professional development platform for our teammates. This year, we issued monthly challenges to further engage our teammates, resulting in two-thirds of our colleagues taking advantage of this resource – double the number in 2020. Across Subaru, we participated in nearly 3,300 hours of timely courses from industry experts on topics including goal setting, time management, leadership fundamentals, and technical tools like Excel.

Love What's Next Program

To help establish a supportive culture as eligible employees reach retirement, we created the Love What's Next program. This program encourages retirement-transitioning colleagues to think positively about retirement and feel supported in their decisions by offering:

- Guided thinking and conversations between a retiree and loved ones to gauge expectations and assumptions about post-retirement life.

- One-on-one conversations with Fidelity Investments to discuss financial planning and decision-making.
- Health benefits through Horizon Blue Cross Blue Shield that extend into retirement.
- An Employee Assistance Program through Cigna that assists with mental health support.
- Preparedness analysis by a dedicated retirement transition firm.

Subaru has offered the Love What's Next program to all of our colleagues. Through this program, we strive to care for our colleagues who are transitioning into retirement with the same care, dignity, and respect they received when they were working with us.

Safety for our Subaru Family

Subaru of America, Inc. (Subaru) continued to provide robust testing programs, safety measures, and cleaning protocols, striving to provide the safest possible workspace. We utilized the most current cleaning and distancing guidelines; provided work-from-home resources, including mental health webinars; and introduced virtual professional development courses to help support our colleagues during the COVID-19 pandemic.

Personal Protective Equipment (PPE) Recycling

In 2021, we started the PPE recycling program, in which disposable masks and gloves are safely recycled using our partners at TerraCycle's® Zero Waste Boxes™ to divert discarded PPE from landfills and incinerators. Together with our other TerraCycle partnerships, we've collected **over 6 million pieces of waste for recycling.**

Learn more about how Subaru provided pandemic support to Camden, New Jersey as part of our [Love Promise Community Commitment](#).

Learn more about our partnership with TerraCycle in our [Subaru Loves the Earth](#) section.

Discovery Education Remote Learning Response **100%**

Launched in 2020 during COVID-19, all Camden City School district educators, students, and families were given access to Discover Education's K-12 digital content through support from Subaru. Over 7,000 students have taken part.

Governance & Compliance



Practicing the highest standards of ethics and integrity is a core tenet that makes us More Than a Car Company®. We ensure all colleagues are aware of and have access to our corporate policies and procedures. We make a variety of different channels available for submitting comments, questions, and concerns, including anonymously. Subaru believes in inspiring others with our actions that assure integrity and respect while creating safe and reliable vehicles.

Data Security and Privacy

We take the responsibility of protecting data seriously. To start, Subaru of America, Inc. (Subaru) has committed to meet or exceed the Consumer Privacy Protection Principles for Vehicle Technologies and Services, a privacy framework established by the automotive industry to help protect personal information collected through in-car technologies. These principles, first developed in 2014, are reviewed regularly to make sure that they remain relevant and robust.

Subaru also continues to update its data privacy/security practices. We regularly test our systems and our colleagues; we have implemented new training programs; we work to eliminate potential new vulnerabilities; and we continue to look at new

opportunities around data governance to ensure that Subaru remains a good steward of its customers' data. This year, our parent company, Subaru Corporation (SBR), formalized its Global Security Policy, which applies to all SBR subsidiaries, including Subaru of America, Inc.

We also remain committed to transparency regarding these privacy practices. We have taken steps to further inform customers of our practices through our websites and other customer touchpoints, including owner information kits and vehicle window stickers.

Accessibility

We continue to review and modify internal processes to improve accessibility for all users within our digital platforms. In 2021, we launched mandatory employee training focused on digital accessibility awareness and best practices to take our content and platforms to the next level. We also added an accessibility statement on Subaru.com, providing information and contact options for users, and created a customer support process to address digital accessibility-related inquiries.

We continued working with our third-party partners this year to improve digital accessibility and ongoingly review procedures.

Cross-Functional Collaboration

At Subaru, we adopted a cross-functional compliance program to hold ourselves accountable. We are taking a holistic view that works closely with all business units to monitor compliance and to mitigate risk. Some of the cross-functional teams and approaches that have been created and utilized are:

Subaru Opportunity Annual Review (SOAR)

Fosters a collaborative means of recognizing, analyzing, and managing risks and opportunities. This enterprise risk management process encourages colleagues to recognize, assess, and prepare for risks, while developing opportunities in our business operations.

Corporate Responsibility Working Group

Provides a forum to share both opportunities and accomplishments related to all the subject areas that are a part of Corporate Responsibility.

Vendor Due Diligence Program

Developed to help ensure that our vendors not only deliver the high-quality product or service we expect, but deliver it in a legally appropriate, financially sound, and ethical manner.

Contract Management System

We are eager to launch our cross-functional digital tool in 2022 to automate and standardize the contract renewal process.

Customs Trade Partnership Against Terrorism

Prior to distributing internationally manufactured parts and vehicles to our retailers, Subaru must ensure they are properly declared and cleared upon entry into the U.S. We are a proud member of the U.S. Customs and Border Protection's Customs Trade Partnership Against Terrorism (CTPAT) Program, which establishes processes to help ensure the safe and secure flow of our country's supply chain.

Through our participation at the highest-rated, tier-three level, Subaru has been designated as a Trusted Trader with U.S. Customs, a status given to those partners with active, regular, and detailed reporting.

This designation acknowledges that our monthly and annual import volume calculation accuracy rates remain at 95% or better. We take our Trusted Trader role very seriously, allowing us to keep our supply chain secure and provide an ample inventory of vehicles and parts to our retailers and our customers.

Compliance Hotline

Feedback is always welcome at Subaru. To provide a clear pathway for comments, we have developed the Compliance Hotline. Our Compliance Reporting System is run through a third-party organization, Integrity Counts, which acts as a built-in barrier between employees and management to help ensure employees feel comfortable submitting concerns. There are multiple ways that colleagues can report, including in person, by email, by phone, and through a website portal, making sure there is an option for everyone. We would like to thank our colleagues who participate, as they help us to continue on our journey to be More Than a Car Company®.

For more on our product governance, see the [Safety & Quality](#) section.

Love Promise

Customer Commitment

Safety & Quality

Recognition for What We Do

Customer Service

Subaru Ambassador



Subaru is dedicated to providing safe, award-winning vehicles and outstanding customer service. We reinforce this dedication to high-quality products and service through our Love Promise Customer Commitment, which sets the foundation for maintaining our product quality, safety, and customer satisfaction. This section outlines our efforts to constantly improve our products and customer experience – see Recognition for how other organizations view our efforts.

| Safety & Quality



Product safety and quality are top priorities at Subaru. We ensure all Subaru vehicles meet or exceed federal motor vehicle safety standards, and we continuously work to develop product safety enhancements

Subaru STARLINK®

Our STARLINK® telecommunication and information system enhances the consumer experience through an array of connected features. STARLINK® Safety and Security services, such as SOS Emergency Services, Enhanced Roadside Assistance, and Stolen Vehicle Recovery, are available for all Subaru vehicles. Complimentary subscriptions to these services are available for up to three years. In 2021 90% of Subaru vehicles sold were equipped with STARLINK®, Safety and Security, resulting in a combined **186,317 Automatic Crash Notification and SOS calls answered** to help customers in need.

Proper maintenance is an important part of vehicle safety. STARLINK® enables Subaru to support customers with convenient maintenance information. If a vehicle is due for maintenance, a reminder will appear on the information display when the automobile is safely at a stop. The driver can view

available appointment times at their preferred retailer and can schedule service from their in-vehicle touchscreen.

In addition to safety and maintenance, STARLINK® also provides connectivity services for downloading and streaming content, access to audio and visual data, and high-speed wireless internet access, through in-vehicle Wi-Fi hotspots or other connections. Multimedia allows for safe access to entertainment, navigation, web content, smartphone mirroring (Apple CarPlay® and Android Auto™), and hands-free smartphone operation through voice recognition or large touchscreen interfaces.

DriverFocus®

Subaru continues to make vehicles based on the all-around safety philosophy – addressing primary safety, active safety, preventive safety, and passive safety. With this in mind, Subaru developed DriverFocus®, our Distraction Mitigation System that helps reduce distracted driving for both new and experienced drivers and includes “eyes-off-road alert” and “eyes-closed/drowsiness alert” features.

Pre-Collision Braking

Subaru is one of the early adopters to install automatic emergency braking on more than 95% of its vehicles produced between September 1, 2020, and August 31, 2021.¹ In doing so, Subaru is ahead of schedule in meeting the terms of a 2015 voluntary agreement among 20 automakers, the National Highway Traffic Safety Administration, and the Insurance Institute for Highway Safety, which established a 95% or higher installation rate by the production year beginning September 1, 2022.¹

Rear Seat Reminder

In 2020, our Rear Seat Reminder feature was made standard on most of our vehicles – designed to assist drivers in preventing children or pets from being left behind in their vehicles through a series of notifications.² This is well ahead of the industry's projected timeline of 2025.

1. According to the Insurance Institute for Highway Safety. Does not include manual transmission models. Under the terms of the voluntary commitment, automakers may defer equipping vehicles with manual transmissions with automatic emergency braking until the 2024–2025 production year.

2. These MY2020 vehicles: Ascent® (standard on all model trims), Crosstrek® (standard on continuously variable transmission equipped model trims), Forester® (standard on all model trims), Impreza® (available option on base trims; standard on all other trims), and MY2021 Legacy® and Outback vehicles (standard on all model trims).

Accessory Quality

All Genuine Subaru Accessories are designed and manufactured to the same strict quality and safety standards as our vehicles. They are also made to specifically meet our customers' needs, integrating information from the voices of our customers into the design and manufacturing of each accessory we offer on our vehicles.

To ensure the highest quality of our products, we work with our suppliers to evolve toward the TS16949 quality management system and International Standards Organization (ISO) 14000 environmental standards by performing quality audits, process reviews, risk analyses, and detailed monthly warranty reviews. We also require new suppliers to be ISO 9000-certified as a minimum requirement to do business with Subaru.

Subaru Product Upgrades in 2021

Subaru Solterra

The 2023 Subaru Solterra is our first zero-emissions, all-electric vehicle with an expected range of up to 228 miles on a single charge. Aside from its

environmental benefits, the Solterra sport utility vehicle (SUV) is built on our e-Subaru Global Platform, our company's most rigid vehicle platform, specifically designed for all-electric vehicles – leading to a more comfortable ride, better handling, and improved crash performance. The platform features strategic crumple zones and a reinforced structure for crash protection, as well as best-in-class 8.3 inches of ground clearance for adventurous drivers.

The Solterra is equipped with multiple features dedicated to driver safety, including:

- Our first-ever 360-degree surround-view camera system, enhancing convenience and safety when parking and reversing.
- Safe Exit Assist, which notifies occupants of approaching vehicles with an audible and visual warning before exiting the vehicle.
- Subaru Parking Assist, which alerts drivers of Solterra's proximity to objects when parking.
- Emergency Driving Stop System, which can bring Solterra to a complete stop in case the driver becomes unresponsive.

- Reverse automatic braking with available pedestrian detection, in which the Solterra stops moving to help avoid people behind the vehicle.

Subaru Wilderness

In 2021, we launched our [Wilderness](#) edition with the Outback and Forester models to align with in customers' passions and interests. The Wilderness edition is designed with the outdoor enthusiast in mind, including features for an improved off-road experience:

- Higher ground clearance, to help position the driver above rough terrain.
- Standard Symmetrical All-Wheel Drive, providing traction in a range of weather and trail conditions.
- All-terrain tires and an enhanced dual-function X-MODE for improved performance on mud, snow, gravel, and other surfaces.
- Redesigned bumpers for steeper climbing and avoiding large obstacles.

2022 Subaru Forester®

The 2022 Forester® is updated with the latest version of EyeSight® Driver Assist Technology, which monitors traffic movement, optimizes cruise

control, manages pre-collision braking and throttle management, and warns drivers during lane departures in traffic. Subaru EyeSight® reduces the rate of rear-end crashes with injuries by up to 85%, according to the IIHS.¹ The updated system enhances overall performance with a wider field of view and improved control software. Additionally, Automatic Emergency Steering is now optional on Premium and standard on higher trim levels.

2022 Subaru WRX

The new fifth-generation WRX was launched in the fall of 2021 and includes a stiffened platform, strengthened suspension mounting points, and a lowered center of gravity. Improved body rigidity provides more responsive steering and handling, as well as heightened hazard avoidance in emergency situations. The vehicle's crash protection is stronger compared to the previous model, equipped with seven standard airbags and a new body that absorbs more energy for crash protection.

1. Based on IIHS reporting data as of January 2017 from model year 2013–2015 Subaru models equipped with EyeSight®, through 2014. Claim is for demonstration purposes only.

Subaru StarTex

StarTex is our high-performance, non-leather interior upholstery material. This animal-free leather alternative has been expanded for the 2022 model year to Outback Wilderness, Forester Wilderness, and Ascent Onyx Edition. The backing is made from 25% recycled PET plastic, removing plastic bottles from landfills in the process.

Drivetrain Remanufacturing

Our partner, ATC Drivetrain, is a world leader in remanufacturing and has been a Subaru partner for more than 28 years. Through this partnership, ATC extends the life cycle of the materials in our supply chain by remanufacturing products to the Original Equipment Manufacturer (OEM) specifications. ATC uses a combination of new and recycled parts, including replacing every seal and gasket, and tests remanufactured end units to ensure they meet or exceed specifications. This not only lowers costs for our customers, but also reduces our environmental impact.

2021 Impacts from Remanufacturing:

- 1,900+ tons of Subaru products remanufactured
- Extended life cycle of 5 million lbs.

10-Year Impacts from Remanufacturing:

- We Saved 44,000 tons of carbon dioxide (CO2)

Subaru Mobility Assist

We developed our Mobility Assist program to better support customers who require vehicle modifications due to medically recognized physical disabilities. The program provides reimbursement assistance up to \$1,000 on necessary vehicle modifications for eligible Subaru vehicles. A wide range of modifications can be implemented, from foot control steering to wheelchair lifts/ramps. In 2021, we helped 139 customers and allocated more than \$131,000 under the Mobility Assist program.

For more information, visit the [Subaru Mobility Assist](#) webpage.

TechShare™

In 2021, we launched TechShare™, a digitalized system that aims to enhance the standard of Quality

Monitoring Reports (QMRs) at Subaru. These QMRs are an important way for Subaru to monitor our product quality. With TechShare™, technicians can develop and submit QMRs via a mobile app, enhancing efficiency. The app includes features such as automatic vehicle identification number (VIN) identification, photo and video editing, speech-to-text notetaking, and more to help technicians communicate customer concerns quickly while continuously improving Subaru vehicles.

Advanced Quality Assurance

Our dedication to quality continues throughout the entire vehicle preparation process, including during the Advanced Quality Assurance program. Before a vehicle is sent to a retailer to be lovingly delivered to a customer, we conduct rigorous audits and complete a pre-delivery inspection with over 75 items delicately checked. This attention to detail helps ensure our customers receive vehicles that meet our standards for high quality.

| Recognition for What We Do



We aim to create the best vehicles on the market because we believe it is the right thing to do – and we’ve earned industry recognition as a result. In 2021, we received multiple accolades that point to the long-lasting value we provide our customers.

We aim to create the best vehicles on the market because we believe it is the right thing to do – and we’ve earned industry recognition as a result. In 2021, we received multiple accolades that point to the long-lasting value we provide our customers.

2021 Subaru Brand & Product Awards¹

IIHS TOP SAFETY PICK+

- Subaru of America, Inc. received 57 *Insurance Institute for Highway Safety Top Safety Pick+* awards through 2021, **more than any other brand since 2013.**

1. Subaru earned these claims in calendar year 2021, awards may have expired.

2. For J.D. Power 2019- 2021 award information, visit [jdpower.com/awards](https://www.jdpower.com/awards).

J.D. Power and Associates

- For the third consecutive year, Subaru was awarded top honors in the J.D. Power 2021 **Best Brand Loyalty Awards for a combination of longevity, value, trust, and performance.** Subaru earned the highest overall score across both the mass market (non-luxury) and luxury automakers.²

Kelley Blue Book

- Subaru was named Most Trusted Brand for the seventh consecutive year and Best Overall Brand for the second year in a row. Subaru 2021 Ascent, Outback, and Forester vehicles had the lowest 5-Year Cost to Own in their respective segments.³

Experian

- Experian Automotive data shows that we are built to last, with 96% of Subaru vehicles sold in the last 10 years still on the road today.⁴

3. 2015-2022 Kelley Blue Book Brand Image Awards are based on the Brand Watch™ study from Kelley Blue Book. Award calculated among non-luxury shoppers. For more information, visit <https://www.kbb.com/>. Kelley Blue Book is a registered trademark of Kelley Blue Book Co., Inc.

American Customer Satisfaction Index

- Subaru ranked #1 in overall Quality, Dependability, and Vehicle Safety.

Autotrader

- Subaru Crosstrek® was named one of the 2021 **“10 Best Cars for Recent College Graduates”**

Parents Magazine

- Subaru Ascent, Legacy, and Forester were ranked among the Best Family Cars for 2021

4. Based on Experian Automotive nonluxury vehicles in operation vs. total new registrations for MY2012-2021 as of December 2021.

Customer Service



Our [Six Stars to Guide Us](#) play an important role in shaping our interactions and enhancing our relationships with our customers after the sale of a vehicle. Our teams work to deliver customer satisfaction every step of the way – from the planning, procurement, and distribution of our service parts to customer support and service visits with our retailer partners.

Love Promise University

Love Promise University (LPU) is designed to enhance the customer experience by providing our customer-facing teams with the knowledge and skills to embrace the Subaru of America, Inc. H.E.A.R.T. (Honesty, Empathy, Appreciation, Respect, and Trust) philosophy. LPU was announced to all Subaru retailers in 2020 and has been brought to 230 stores in person in 2021. More than 6,000 customer-facing team members have been trained by LPU this year. All retailers are invited to participate in quarterly HEART BEAT live broadcasts, which are focused on helping to create an extraordinary customer experience. We also distribute monthly newsletters and host semimonthly Love Promise Champion calls to keep the LPU commitment top of mind and to do our best to make our customers feel the H.E.A.R.T. mission.

Top Ranking Parts Teams

In October 2021, parts managers at Subaru retailers across the country completed the Carlisle Parts Manager Survey, which focuses on increasing retailer efficacy and strengthening customer loyalty. This helps to deliver quick, efficient service to our customers. The results revealed that Subaru earned the top ranking among the 17 U.S. manufacturers. Subaru also ranked as the top manufacturer in eight of 20 categories.

Customer Lead Time

In 2021, we worked to identify areas of opportunity to reduce customer wait time for service. By adding resources and expanding the reporting process, we were able to identify improvements that save customers time. For example, our service team has implemented an Appointment Time Lead report, which analyzes customer wait times for service by retailer and scheduling method. Data is then analyzed and used to make process modifications, further improving our customer experience.

Subaru Ambassador



[Subaru Ambassadors](#) are customers who dedicate their time and energy to support their communities through Love Promise activities and community volunteering to further our Love Promise Commitment.

In 2021, Subaru of America, Inc. Ambassadors volunteered hundreds of thousands of hours of their time to make an impact, from school supply giveaways to nature clean-ups. For example, in November 2021, Subaru owners and enthusiasts gathered to clean a portion of the New Jersey Pine Barrens, removing over 1,100 pounds of trash. In December 2021, Subaru Ambassadors hosted their third annual Fill-A-Forester toy drive, benefiting Toys for Tots. More than 250 toys were collected and distributed through the event.

2021 Impacts

- **Donated 7,000 blankets** to homeless shelters across the country.
- Assembled and **donated 25,000 personal hygiene kits** to homeless and community shelters in honor of Subaru Loves to Help and National Youth Homeless Awareness Month.
- Cleaned up and recycled **13 tons of waste** in honor of Subaru Loves the Earth.
- Adopted **40 dogs** and fostered **25 dogs** in honor of National Make A Dog's Day.
- Drove over **300,000 collective miles** and completed acts of good during the Subaru Ambassador Team National Road Trip.

Love Promise

Community Commitment

Subaru Loves the Earth

Subaru Loves to Care

Subaru Loves to Help

Subaru Loves Learning

Subaru Loves Pets

Camden: Our Hometown Commitment



Subaru Share the Love Event



14 Years of Impact: Launched in 2008, our annual Subaru Share the Love® Event highlights our commitment to be More Than a Car Company® by donating \$250 for each new Subaru vehicle purchased or leased at participating retailers. New Subaru owners choose one of our national charities or one of the 799 local charities in our retailers' hometowns to receive their donation.

\$227.3 million

**Share the Love® event
donations since 2008.**

Over 1,700 charities supported

- ASPCA: **More than 74,000** animals rescued
- Make-A-Wish: **More than 2,700** wishes granted
- Meals on Wheels: **Over 2.5 million** meals delivered
- National Park Foundation: **Over 400** national parks protected

- Retailer Hometown Charities: **Over \$122 million** donated

These impacts are prior to the 2021 Share the Love® Event; impact numbers are likely higher.

To launch the Subaru Share the Love® Event for 2021, more than 600 Subaru of America, Inc. volunteers joined together on several volunteer projects for community nonprofits. They benefited families, children, and senior citizens facing food insecurity; pediatric hospital patients and their families; and environmental nonprofits focused on increasing access to nature. The kickoff volunteer event totaled nearly 2,400 donations to 14 nonprofits across the country – our largest single volunteer event ever! For more information on Subaru volunteering, see the Living our Values section of the report.

ASPCA®

More than 74,000 animals rescued across the country.

Subaru is the largest corporate donor to the ASPCA®.

A leading voice for animals for over 150 years, the American Society for the Prevention of Cruelty to

Animals (ASPCA®) provides lifesaving protection and care to animals in need. Whether it's rescuing animals from abuse and neglect, introducing and enforcing more humane legislation, or supporting animal shelters across the country, the ASPCA® helps animals live better lives. Through the Subaru Share the Love® Event, the ASPCA® has had a significant impact on the rescue, transport, well-being, and adoption of more than 74,000 animals across the country.

Make-A-Wish®

More than 2,700 children granted life-changing wishes.

Subaru is the largest automotive donor to Make-A-Wish®.

Research shows that children who have wishes granted can build the physical and emotional strength they need to fight a critical illness.¹ A wish replaces fear with confidence, sadness with joy, and anxiety with hope. The impact of just one wish has the power

1. Patel AD, Glynn J, Falke AM, Reynolds M, Hoyt R, Hoynes A, Moore-Clingenpeel M, Salvator A, Moreland JJ. Impact of a Make-A-Wish experience on healthcare utilization. *Pediatric Research*. 2018;85(5):634–638.

to transform the lives of everyone involved and helps wish kids and their families believe in better days ahead. Through the Subaru Share the Love® Event, Make-A-Wish® has granted the life-changing wishes of more than 2,700 children with critical illnesses.

Meals on Wheels

More than 2.5 million meals delivered to America's seniors.

Subaru is the largest automotive donor to Meals on Wheels.

Meals on Wheels America provides leadership to local, community-based programs dedicated to fighting hunger and isolation among our nation's homebound seniors. Through the Subaru Share the Love® Event, Meals on Wheels has helped deliver more than 2.5 million meals and friendly visits to America's seniors.

National Park Foundation

More than \$63 million to organizations working in our national parks.

Subaru is the largest corporate donor to the National Park Foundation.

The National Park Foundation, in partnership with the National Park Service, works to protect wildlife and park lands, preserve history and culture, engage and educate youth, and connect people everywhere to the wonder of parks. Through the Subaru Share the Love® Event, the National Park Foundation is able to increase engagement across our National Park System and provide critical funding to programs and projects in more than 400 national parks.

Subaru Loves the Earth



Loving the environment means more than enjoying the great outdoors. At Subaru, we feel it is our responsibility to help protect and preserve nature while also encouraging our retailers and customers to engage in environmentally friendly practices. We are committed to reducing waste, protecting natural resources, and preserving our natural spaces as demonstrated throughout our partnerships and initiatives.

In 2021, we revealed our first-ever fully electric vehicle, the [Subaru Solterra](#), an SUV packed with new zero-emissions technology and industry-leading safety and go-anywhere capability, staying true to its Subaru heritage. This supports the Subaru Corporation's global goal to applying electrification technologies to 100% of our vehicles by the first half of the 2030s. We continue to increase our positive impact by planting more than 1 million trees through the Forester Reforesting program with the National Forest Foundation, participating in the [Deloitte 2022 Global CxO Sustainability Report](#), and supporting the National Park Foundation in its new initiatives.

Community Initiatives

National Park Partnership

If you travel to any national park, you are likely to see our Subaru vehicles in the parking lot. We believe it is our responsibility – and in our customers' interest – to help protect these natural wonders for future generations. To ensure we are doing our part, we've partnered with the National Park Conservation Association and the National Park Foundation (NPF) since 2014 to reduce waste through the Don't Feed the Landfills Zero-Landfill Initiative. This project focuses on three national parks – Yosemite, Denali, and Grand Teton. Over the past seven years, and using more than 1,000 new waste and recycle bins, the program has **diverted over 17 million pounds** of waste from landfills. For 2021 alone, Yosemite diverted over 90,000 pounds of food waste, Grand Teton saved over 132,000 gallons of water through paper recycling, and Denali saved over a year of landfill space through just corrugated cardboard recycling. We also partnered with Leave No Trace, as we have since 1999, to travel the country in Subaru Outbacks educating park visitors on sustainability issues, **reaching 49 states**.

In total, the Don't Feed the Landfills program **has saved \$1,198,532 in waste costs** for the National Park Service and park partners. Subaru is the largest corporate partner of the National Park Foundation and has provided **more than \$63 million to organizations** working in our parks since our partnership began.

National Parks Zero-Landfill Initiative

17 million lbs. of waste saved from landfills
\$63 million donated to our parks
\$1 million saved in NPS waste fees

Subaru is looking forward to expanding the environmental impact of our NPF partnership in the future. Starting in 2021, Subaru and NPF will focus on three initiatives:

- **Outdoor Exploration:** Subaru will work to inspire a lifelong love of the outdoors and support programs to help people feel welcome in parks,

with a particular focus on multicultural and multigenerational families, eliminating barriers and promoting broader access to national parks.

- **Parks of the Future:** Subaru will help NPF harness the power of technology and innovation to prepare parks for the future. For example, Subaru will provide funding for programming focused on the planning and infrastructure to accommodate electric vehicles in and around national parks.
- **Resilience and Sustainability:** Subaru will provide funding to enhance environmental stewardship efforts in the national parks, including expanding waste reduction, recycling, and visitor education.

“Subaru is really setting the example of how companies can partner to support national parks in meaningful ways by helping ensure national parks are not only sustainable, but also accessible and welcoming to all,

and ready to meet the demands of the future.”

–Will Shafroth, President and CEO of the National Park Foundation

National Forest Foundation

Wildfires have reached historic levels. Subaru and its retailers continue to partner with the National Forest Foundation to help restore and reforest public national forests affected by severe wildfires. Since 2019, 500,000 trees have been planted in national forests in California. An additional 500,000 trees are being planted in National Forests in Idaho, Oregon, and Washington. In total, Subaru and our retailers will help **replant 1 million trees** in National Forests deforested by wildfires.

Subaru Park Zero-Landfill

We began our partnership with the Major League Soccer (MLS) team, The Philadelphia Union, in 2020, naming the team's stadium Subaru Park and initiating a goal to be the first zero-landfill MLS stadium. The very next year, the stadium achieved and celebrated its goal with a ceremonial re-opening as the league's first zero-landfill stadium!

Subaru Park

357,480 lbs

food waste diverted from landfills yearly

50x

increase in amount of waste recycled by fans

1/2 the waste

generated per fan

As part of the stadium's sustainable operations, we created the Subaru Park Garden for Good, with more than 70 Subaru volunteers helping to grow organic produce for local food pantries in Chester, Pennsylvania. In 2021, the garden donated almost 2,000 pounds of produce, or almost 8,000 servings of fruits or vegetables, for local food banks.

Eco-Friendly Retailers

Ten years ago, Subaru launched the Subaru Eco-Friendly Program to inspire retailers to align their operational activities with our environmental focus. Now in its 10th year, the program has certified more

than a third of Subaru retailers as Eco-Friendly. Retailers earned this certification by meeting our requirements in five areas: energy efficiency, water conservation, recycling, waste management, and environmentally focused community involvement. We are appreciative of the hard work our certified retailers have put in to make a meaningful impact on the environment.

TerraCycle

TerraCycle® collects hard-to-recycle waste and turns those materials into new items like park benches, bike racks, picnic tables, and flowerpots. Through the placement of TerraCycle Zero Waste Boxes™ in our corporate offices, retail facilities, and partners, we have been able to recycle waste that would have ended up in the trash. Now in its fifth year, this project reached a milestone of more than 6 million pieces of waste collected and recycled! Subaru is the largest automotive partner for TerraCycle diverting hard-to-recycle waste from landfills.

In 2019, Subaru began a partnership with REI to help customers dispose of hard-to-recycle waste in their stores. Through 2021, all 165 REI stores have Terracycle Zero Waste Boxes™ for snack wrappers.

Sustainable Subaru Gear

Subaru Gear, managed by our partners at Staples Corporate, offers Subaru-branded clothing and products made by companies that embrace the Subaru Love Promise. Subaru Gear is now processed entirely at a zero-waste-to-landfill facility. In 2021, Subaru Gear signed on to a Science Based Targets initiative to reduce carbon emissions from production by 2030. These efforts included:

- Manufacturing apparel polybags which use 100% recycled post-industrial waste, saving about 500 barrels of oil annually.
- Shipping orders using only boxes made from recycled post-consumer waste.
- Upgrading to 100% renewable energy in 2021.
- Using sustainable tri-blend T-shirts from AllMade®, saving more than 7 million gallons of water this year alone.

Pennsylvania Horticultural Society Partnership

As part of our partnership with the Pennsylvania Horticultural Society (PHS), we participated for our

21st year in the Philadelphia Flower Show. The flower show has allowed us to connect with people in our community, helping to share the restorative and healing power of nature and plants, through two major complimentary programs:

- **Bird Tours through FDR Park**, guided by the Delaware Valley Ornithological Club. At the end of the flower show we donated 15 sets of binoculars, field guides, life list cards, and bird posters from the event to the local libraries in Philadelphia for people to borrow and enjoy bird watching.
- **Potting Parties** held by Tu Bloom, the botanical artist for the Grammy Awards. The event taught more than 2,000 participants how to plant their own flower baskets that they then could bring home to enjoy.

Gold Medal Plant Sale Subaru regularly hosts a Gold Medal Plant Sale for colleagues as part of our longstanding partnership with PHS. The sale helps inspire our employees to create sustainable landscapes at home that are both beautiful and wildlife friendly, featuring low-impact, native, flowering plants. In 2021, more than 1,000 perennials were sold at our Camden headquarters.

Vehicles

Electric Vehicles

Love is now electric! In 2021, we launched our first-ever fully electric vehicle, the Subaru Solterra, an SUV packed with zero-emissions technology while staying true to its Subaru heritage of industry-leading safety and go-anywhere capability. Keeping with our long commitment to exploring the outdoors responsibly, the Solterra's name comes from the Latin words "sun" and "Earth" combined. The Solterra delivers traditional SUV capabilities in an environmentally responsible package, with over 8 inches of ground clearance for rough terrain (best in class!), with an estimated range of more than 220 miles per charge. Find out more about this the adventurous and versatile [Solterra](#).

Plug-In Hybrid Electric Vehicles

As of 2021, Subaru has sold 8,000 plug-in hybrid EVs in the U.S. market. These vehicles have driven over 40 million miles and charged their batteries for a combined total of approximately 6 million hours. Subaru owners driving hybrid vehicles helped save 9,073 tons of CO² in 2021, equivalent to¹:

1. Conversions according to the Environmental Protection Agency (EPA)

- Almost 1 million gallons of gas.
- 1,500 homes' worth of electricity use for a year

Emissions and MPG

At Subaru, we are committed to building the highest-quality and most reliable vehicles that protect both our customers and the environment. Measured by the U.S. Environmental Protection Agency (EPA), Subaru has improved fuel economy by 5.8 miles per gallon (mpg) and decreased CO² emissions by 81 grams per mile since 2009 and is **one of the most fuel-efficient car brands in real-world scenarios**. Additionally, EPA data shows Subaru is one of the only automotive manufacturers to comply with national greenhouse gas (GHG) standards strictly based on vehicle performance.

Life Cycle Assessment

Measuring the Life Cycle Assessment (LCA) of our products is how we gauge our full scope of environmental impact. To determine a product's sustainability impacts from cradle to grave, we analyze how it is manufactured, transported, used, and discarded. In July 2021, SBR implemented a LCA process for the Subaru BRZ model to see which life cycle stages account for the largest amount of

CO² emissions and to determine steps necessary for reducing the BRZ's carbon footprint in the future. More information can be found in the [Subaru Corporation Sustainability Report](#).

Low Emissions Transport

To reduce our emissions further, Subaru uses rail transport whenever possible. This includes freight from our Oregon and Indiana distribution centers, dramatically reducing road emissions from traditional truck transportation. In 2021, this saved over 19 million pounds of carbon emissions compared to road travel.

Facilities

Headquarters

Our hometown of Camden, New Jersey, is a focal point for our impact, including our environmental footprint, reflecting our long-term commitment to a healthy planet. From our zero-landfill, Leadership in Energy and Environmental Design (LEED)-certified headquarters to our regular volunteering at community clean-ups, we do our best to pursue this mission right where we live and work.

LEED Silver Headquarters

Our Camden headquarters building is LEED Silver certified, reflecting our promise to create a sustainable environment both inside and outside our workplace walls in our hometown. Some notable features of our headquarters include:

- 100% green renewable power.
- 65 on-site EV charging stations ready for the arrival of the 2022 Solterra, our all-new electric SUV.
- Energy-efficient heating, ventilation, and air conditioning (HVAC) infrastructure and light-emitting diode (LED) lighting throughout the building.

Share the Love Garden

The Subaru Share the Love ® Garden is now in its 14th consecutive year of operation. The organic garden on the grounds of our headquarters is designed by a local urban farming nonprofit, tended by Subaru teammates, and harvested to donate to a

- Reclaimed wood décor in our lobby areas.
- Employee workstations manufactured with partially recycled material.
- A Pennsylvania Horticultural Society–designed drought-tolerant landscape that includes native perennials, hardwoods, and grass species.
- Stormwater management practices that include raising site grades, adding wetland species in poor drainage areas, and the installation of a rain garden.
- ISO 14001 certified for 17 years.

local food bank. Over the garden’s 14-year lifespan, Subaru has donated over 7,600 pounds of produce to local families in need.

For more details on the Share the Love Garden, see [Subaru Loves to Help](#).

Waste Management

Recycling

August 2021 marked a third of a century of recycling at Subaru. We voluntarily initiated recycling at Subaru headquarters in 1988, before state mandates took effect, with paper and aluminum soda can collection as our focus. Since these early days, we have continually assessed and strengthened our waste management plans with new initiatives. In 2021, we eliminated single-use plastic beverage containers to reduce plastic waste by opting for aluminum cans, which are infinitely recyclable.

We utilize a multi-faceted food waste reduction, recovery, and recycling program to help minimize the cost and environmental impact of food waste.

Food Waste Reduction

100,000 lbs.

food waste diverted from landfills

250,000 lbs.

of carbon dioxide equivalent (CO₂e)

prevented from entering atmosphere*

*according to the United Nations methodology

Our dining partner, Eurest, is vital in this effort and follows low-food-waste practices and recipes. Eurest continuously engages in conservation efforts to reduce, reuse, and recycle via its Waste Not Program. Scrap containers are strategically placed throughout our offices to collect employee dining waste, which is then transported to several local farms for animal feed and composting.

Printing Offsets

Through our partnership with Allied Printing, we utilize the PrintReleaf program, which measures our paper consumption and then offsets our paper footprint by automatically reforesting at planting sites of our choice. In 2021, Subaru efforts resulted in planting over 1,000 trees through our mailings. We continue to look for ways to expand this program.

**1,285 trees
planted**

through our printing partnerships

E-Waste

We also strive to support our colleagues in sustainable behaviors that reduce their environmental impact in their homes. Our 2021 employee-led Earth Day event collected one ton of electronic waste (e-waste) and 1.75 tons of paper to shred and recycle, equivalent to the weight of almost two Subaru Imprezas. Our regularly occurring e-waste pick-ups in 2021 brought our total to 3.81 tons of waste collected for proper disposal or recycling.

Paperless Processing

In the past, printed documents were needed for all stages of welcoming a new retailer into the Subaru Family. Our new paperless duplicate Master Certificate of Origin request process between Subaru and our retailers launched in November 2021 with the purpose of saving time and paper for retailers and headquarters colleagues. Based on our data collection prior to program launch and after implementation, we expect to save over 7,000 sheets of paper annually.

Water Management

As the climate changes, the need for effective stormwater management in urban areas becomes

increasingly critical. Stormwater management challenges during the design and construction of our headquarters building led to unique, proactive solutions like raising existing site grades as much as five feet to better manage stormwater on site and incorporating wetland vegetation into areas with poor drainage. The property also includes a rain garden to counter the effects of flooding and mitigate runoff to the nearby Cooper River.

As part of the rain garden upkeep and management, Subaru developed a partnership with the [Center for Family Services PowerCorps Camden](#), providing students with sustainability knowledge they can utilize to tackle pressing environmental challenges in their community. In September, we hosted students from PowerCorps at the Subaru of America, Inc. headquarters to teach them about our stormwater management efforts and future opportunities available in the stormwater management field. A local civil engineer shared his real-world design expertise and technical knowledge about stormwater management with the students and answered questions about the functionality and design of our subsurface stormwater collection system. We plan to expand this educational opportunity in years to come.

Energy Management

Headquarters

In an effort to continuously improve our building efficiency, our headquarters and National Service Training Center buildings received upgrades to their building automation systems in 2021. These changes provide more comprehensive monitoring of the HVAC infrastructure performance of each building, which helps us better manage our energy efficiency and reduce CO² emissions.

In April 2021, we installed Daylight Harvesting technology in our headquarters lobby, allowing us to further reduce energy consumption and CO² emissions by using sunlight to offset the amount of electric lighting needed to properly light a space – all on an automated system.

Solar Expansion in Rialto, California

In 2021, our solar energy portfolio expanded when our Southern California Regional Distribution Center moved operations to a new facility equipped with a two-megawatt solar array that generates clean energy for California's electric grid. The array saves approximately 1,417 tons of CO² per year.¹ This transition to a facility equipped with solar signifies the

expansion of our renewable energy investments as we strategize ways to decrease the GHG emissions associated with our operations.

1. Based on the U.S. EPA's Greenhouse Gas Equivalencies Calculator

Subaru Loves to Care



Subaru of America, Inc. (Subaru) supports many organizations committed to helping our Subaru supports many organizations committed to helping our communities remain healthy. Through our donations and volunteerism, we take action toward ensuring everyone has a chance to lead a healthy life. A few of our Subaru Loves to Care partnerships are highlighted below:

The Leukemia & Lymphoma Society®

For the sixth year, Subaru of America, Inc. (Subaru) and our retailers have partnered with the Leukemia & Lymphoma Society to spread warmth, hope, and love to those battling cancer. Through 2021, we have provided over 181,000 blankets, 23,000 arts & crafts kits, and thousands of messages of hope to cancer patients.

\$56,000 raised for cancer patients

In partnership with the Leukemia & Lymphoma Society

The Leukemia & Lymphoma Society's Light The Night campaign aims to build awareness of blood cancers and raise money for cancer research in support of individuals with blood cancer and their families. Subaru and our employees contributed over \$56,800 to the 2021 Light the Night event in New Jersey to support lifesaving research and patient services.

"It means a lot to know that Subaru truly cares about cancer patients and survivors. I am excited to share that I am now in my seventh year in remission and I've been proud to have a Subaru Cares blanket by my side every year since 2016. I appreciate that Subaru is spreading hope, love, and warmth through these blankets. Here I am enjoying the amazing blanket with my loyal pup, Spirit, who was also by my side when I would get home from chemotherapy treatments."

—Gillian

Dining Out For Life®

For the past 15 years, Subaru has been the exclusive host sponsor of Dining Out For Life, an annual fundraising event for community organizations serving people living with or impacted by human immunodeficiency virus (HIV) and other chronic conditions.

In another challenging year affected by the COVID-19 pandemic, Dining Out For Life fundraising activities and participating restaurant events took place in smaller numbers. Approximately 1,000 restaurants in cities across the country participated in Dining Out For Life in 2021, compared to 3,500 in a typical event year.

In 2021, [Dining Out For Life](#) event activities raised a total of \$1.4 million. Over the 15 years that Subaru has been involved, Dining Out For Life has raised more than \$52 million for health service organizations across America.

\$1.4 million raised for people living with HIV and other chronic health conditions

In partnership with Dining Out For Life

Make-A-Wish®

As a partner for our Share the Love® Event, Subaru and our retailers have donated over \$26 million to [Make-A-Wish](#), helping grant more than 2,700 wishes. Every year, Subaru and our retailers help bring a child's imagination to life.

Julia

Twin City Subaru, in partnership with Subaru of New England, Subaru of America, Inc., and Make-A-Wish, surprised a teen leukemia survivor with a souped-up Subaru in May 2021. After a battle with acute leukemia, 17-year-old Julia wished for a makeover on her Subaru Legacy® through Make-A-Wish Vermont, which grants life-changing wishes for children with critical illnesses.

Tyler

During the 2021 Subaru Share the Love® Event, Lithia Subaru of Oregon City invited wish kid Tyler to share his story. Tyler loves mechanical engineering and is especially interested in learning about how cars work. He got a behind-the-scenes tour of the service area and got to drive his dream car – a Subaru WRX. When Tyler triumphantly exited the vehicle, he beamed with pride and joy, knowing that he didn't stall out once. By the end of the day, Tyler and the Subaru team had built such a close bond that they suggested he apply for a summer job at Lithia Subaru of Oregon City for 2022.

Subaru Loves to Help



At Subaru, we are dedicated to supporting organizations providing aid to communities in need. From working to end hunger to providing donations to first responders, we believe in a world where hope is commonplace, and love transcends our neighborhoods.

Blanket and Sock Donation

Imagine worrying about staying warm as the nights grow colder. For more than 500,000 Americans experiencing homelessness, this is the reality they face every night. Through our Love Promise commitment to supporting our communities, Subaru of America, Inc. (Subaru) and our retailers took action by partnering with local homeless shelters to personally deliver water-resistant blankets and warm socks to help those in need. From 2020 through 2021, Subaru and our retailers provided 100,000 warm blankets to shelters across the country, as well as 50,000 pairs of socks. Showing warmth and compassion for those who find themselves without a roof over their heads is just one of the ways we are doing even more to make a difference.

Feeding America

We doubled our efforts in 2021, donating **a total of 150 million meals** across 199 food banks nationwide as part of a landmark donation to Feeding America. These meals helped communities in areas with the highest rates of food insecurity and were even more impactful because of the COVID-19 pandemic. Our partnership with Feeding America has allowed us to make a significant contribution in the following areas:

- Rescued 4.7 billion pounds of groceries from going to waste.
- Reached 21 statewide food bank associations and 60,000+ partner agencies, food partners, and meal programs.
- Helped increase distribution of produce, protein, and dairy by more than 20%.

**150 million meals
given to 199 food banks
nationwide**

In partnership with Feeding America

Subaru Share the Love ® Garden

Now in its 14th year, the Subaru Share the Love® Garden is located on the grounds of our corporate headquarters in Camden, New Jersey. We work with the local nonprofit Center for Environmental Transformation to select and acquire plants, while a group of Subaru colleagues maintain the garden. It yields an average of 600 pounds of produce every year, and the produce is donated to our neighbors in need at the Cathedral Kitchen soup kitchen. Over the garden's 14-year lifespan, we have donated about 7,600 pounds of produce.

**7,600 pounds of
produce donated**

Subaru Share the Love Garden
provided food to local nonprofit Center
for Environmental Transformation

Fire Department Vehicle Donations

We are extremely grateful to all those who serve in protecting the safety of others. In 2021, we launched a partnership with local first responders, donating 20 vehicles to fire departments to help provide training for firefighters as they prepare to respond to emergencies in their communities

“The opportunity to use new vehicles with such strong construction and materials is unique and allows us more realistic training that builds our skills to the level our community expects from its fire department. The fact that these were new Subarus challenged us with high strength materials and construction as we trained our response teams on rapidly accessing patients in these vehicles to save lives.”

– Chief, Torrance Fire Department California

“The vehicles that Subaru was able to provide us allowed us to provide hours of training not only to our newest members, but to our experienced personnel. The hybrid vehicles were of high value because they allowed us to refine our extrication tactics when dealing with hybrid vehicles.”

**– Chief, Pennsauken Fire Department
(New Jersey)**

See more about our relationship with the Camden Fire Department in our [Camden section](#).

Furniture Donations in Colorado

When moving facilities this year, Subaru looked for ways to minimize our impact and maximize our benefit to the community. Subaru donated more than 100 pieces of office furniture to Thimmig Elementary in Henderson, Colorado. Teachers and staff received comfortable leather chairs, whiteboards, bookshelves, cabinets, and extra desks delivered to the school by Subaru colleagues.

Subaru Loves Learning



At Subaru, we are dedicated to supporting educational opportunities for students throughout our communities. We do this through a variety of partnerships, donations, and volunteer efforts, which continued through 2021.

AdoptAClassroom.org

In 2021, we launched our partnership with AdoptAClassroom.org, a national nonprofit that provides school supplies to high-needs classrooms across the country. With the support of Subaru of America, Inc. (Subaru) and participating retailers, we partnered with more than 660 schools, served more than 5,300 classrooms, and supported more than 133,000 students for the 2021 school year.

**133,650 students
received new
school supplies**

In partnership with AdoptAClassroom.org

Camden

In addition to our national partnership, **Subaru adopted every K–5 classroom in the Camden City School District.** See our [Camden section](#) for more info.

Subaru University

**6,323
students**

enrolled in Subaru University

Subaru University partners with secondary and post-secondary automotive technology education programs throughout the U.S. and supplies them with Subaru technical training curricula to augment and complement their existing program of studies. Through the larger mission of the Subaru Love Promise, Subaru University strives to prepare our nation's automotive technology students for their first steps into a career at Subaru retailers and the automobile industry at large. There is no cost to the student to participate in this program.

Subaru University currently serves more secondary schools than any other automaker.

Since December 2021, we partnered with a total of 403 secondary and post-secondary schools, sponsored 242 interns, and trained 6,323 students in our program with the help of 545 participating retailers. In 2021, 45 students become full-time technicians at Subaru.

Discovery Education Partnership with Camden City School District

As many educators faced the challenge of teaching remote and hybrid classrooms in 2021, the Subaru of America, Inc. Foundation was proud to continue its partnership with the Camden City School District to support the Discovery Education experience. Through this multi-year partnership with Discovery Education, over 7,000 Camden students received access to high-quality digital content, and teachers received professional development to implement new digital resources into their lesson plans. Whether our educators are teaching online or hybrid courses, Subaru is helping them stay connected with their students while learning at home and in the classroom.

Subaru enabled access to digital resources and professional development for 19 schools, 806

educators, and **6,638 students in 2021**. Subaru also provided more than 200,000 innovative resources, including activities that are carefully curated and segmented by grade level, to educators across Camden City School District.

Nurturing a Love for Science

We continue to promote strong education in science, technology, engineering, and mathematics (STEM) by providing science-focused educational resources for students, teachers, and families through the American Association for the Advancement of Science (AAAS). The library of over 130 resources, created by our partner, provides online activities for students in grades K–8, covering a variety of science topics in English and Spanish. Content includes hands-on materials, profiles of diverse scientists, blog posts, and interviews with science writers. These educational resources encourage learning, highlight diversity in science, foster STEM literacy, and nurture a love for STEM subjects. In 2021, 30,000 users accessed the program. Spanish-translated resources were utilized almost twice as much in 2021 compared to 2020.

Celebrating Science Writing and Illustration for Children with AAAS

The AAAS/Subaru Prize for Excellence in Science Books celebrates outstanding science writing and illustration for children and young adults in four categories to inspire curiosity about science and motivate our youngest generation to explore pathways that may lead to careers in STEM. The 2022 awards cycle brought in over 330 book nominations. The 2022 prize winners include books covering biomimicry in nature, the history of vaccinations, important biological insights, and learning how to read and observe the sky in the name of discovery.

Subaru Loves Pets



Subaru loves animals at home and in the wild. We are committed to keeping animals safe and healthy through our partnerships with animal shelters, local communities, and animal welfare organizations.

A core principle of our Subaru Loves Pets initiative is our ongoing commitment to help pets of all kinds find their perfect home. We stand by this commitment through a variety of actions; from supporting local pet adoption efforts to being the largest corporate donor of the ASPCA®. As a whole, Subaru of America, Inc. (Subaru) is proud to have donated over \$30 million since 2008 to support the adoption, rescue, transport, and health of more than 250,000 animals.

\$30 million

supporting 250,000 animals through adoptions, rescues, transports, and health since 2008.

ASPCA® partnership

In 2021, our partnership with ASPCA® (The American Society for the Prevention of Cruelty to Animals®) benefited more than 8,500 animals and provided

almost \$600,000 to support pet adoptions and animal shelters across the country. Subaru donated \$10 to the ASPCA® for each Genuine Subaru Pet-friendly Accessory sold in October. We also donated a Subaru Outback with Pet Accessory Pack to the ASPCA® to use for a fundraising campaign, which raised over \$248,000 to support the ASPCA's lifesaving mission to protect and rescue animals. Subaru was proud to be named as the first-ever honoree of the [ASPCA® Corporate Compassion Award](#).

National Make A Dog's Day

Subaru spent 2021 continuing to make sure Underdogs don't go unloved. With the support of hundreds of Subaru retailers and partner shelters across the country, we celebrated our third annual National Make A Dog's Day celebration successfully helped over 36,000 shelter pets find loving new homes. At Subaru Park in Chester, Pennsylvania, we hosted 20 animal organizations who brought 111 dogs for adoption, with 99 of them finding a loving home.

This brings the total number of adopted shelter pets to nearly 60,000 since the initiative began.

Camden, New Jersey

Camden, New Jersey, is also home to thousands of pets. In 2021, we initiated a Camden National Make A Dog's Day event. See our [Camden](#) section for more.

Subaru Loves Pets Retailer Impact

**\$1.6 million
donated to partner
animal shelters**

as part of our Subaru Loves Pet Retailer Impact

As part of our commitment to loving pets and being More Than a Car Company®, Subaru and participating retailers made the following contributions to ensure our best friends are loved:

- Donated \$1,639,000 to partner animal shelters.

- Held events that led to the adoption of 36,361 pets in October 2021, including 3,172 Underdogs, or those with special needs, like the older, deaf, blind, and “different” dogs.
- Distributed 6,289 New Pet Parent Kits, containing toys, care items, and other pet essentials.

Auto Show Pet Adoptions

Since 2018, Subaru has been helping families visiting auto shows find their next furry family member by hosting pet adoptions across the country. We partner with local pet organizations to bring adoptable pets of all abilities and ages to a purpose-built pet park in the Subaru booth to help these adorable dogs find a loving home. To date, Subaru has helped over 700 pets and donated over \$300,000 to support these pet organizations through our auto shows.

Animal Shelter Donations

Subaru teammates collected hundreds of used household items (towels, linens, balls, etc.) to donate to local animal shelters. Over 300 used T-shirts were also collected – and with donations of yarn and pipe cleaners – more than 100 colleagues created pet toys from these materials. In addition to supporting

local shelters, this project supported the Subaru green initiatives by collecting the used items to keep them out of the waste stream – plus all unused T-shirt scraps that could not be made into toys were sent for reuse and recycling through [TerraCycle](#)'s repurposing program.

Camden: Our Hometown Commitment



We call Camden, New Jersey our home. Incorporated in New Jersey in 1977, Subaru has partnered with Camden for over 30 years, moving our headquarters there in 2018. Since our arrival, we have continued building upon our existing relationship with the community through employee engagement, skills-based volunteering, and Subaru of America

Subaru of America, Inc.
and Subaru of America Foundation, Inc.

2021 Camden Impact

\$1,054,000

donated to Camden charitable organizations

\$5,577

donated in matching gifts by Subaru colleagues

2,718

hours volunteered by
Subaru employees in Camden

Foundation grants. We are passionate about fostering growth and creating positive impacts across the city so we can help our hometown continue to thrive!

[We are Camden Invincible video](#)

A 2021 video made by our partner Camden Community Partnership

Camden Loves Promise Activities

It is part of our mission to spread the Love Promise as far as possible, including in our hometown. In Camden, we activate on each of our Love Promise pillars throughout the year. Below is a list of some of these activations during 2021:

[A New View Earth Day Clean-up Events](#)

To celebrate A New View Camden, a public art exhibit grant combating illegal dumping, Subaru created the Artist Apprentice Program for Camden artists to learn from national talent. A total of nine apprentices worked with the organization and artists throughout the summer. During National Volunteer Week and Earth Day, Subaru volunteers went to A New View sites to pick up litter and prep the lots for their new exhibits..

Camden Strong Clean-ups

Throughout the year, Subaru volunteers joined the office of the Mayor in monthly Camden Strong Clean-ups. Subaru colleagues contributed over 230 volunteer hours in four neighborhood clean-ups across the city.

Care Packages for Cooper Healthcare

Subaru and the Leukemia & Lymphoma Society presented [care packages to frontline non-medical support](#) staff at Cooper University Health Care and MD Anderson Cancer Center at Cooper for their outstanding efforts during the pandemic. Nearly 950 nonmedical, essential team members received care packages containing numerous gift cards to local retail stores and restaurants as well as transportation vouchers.

Blankets for Joseph's House

As part of the 100,000 blankets and socks donated to shelters through Subaru Loves to Help in 2021, we brought thousands to our neighbors at Joseph's House of Camden, a comprehensive housing and service organization for people experiencing homelessness in Camden.

For more on this program, visit the [Subaru Loves to Help](#) section.

AdoptAClassroom.org

In partnership with AdoptAClassroom.org, Subaru supported every K–5 classroom in the Camden City School District. This provided every teacher in the district with \$500 to be used for the school supplies they need most, supporting 179 classrooms and more than 3,000 Camden students.

For more on this program, visit the [Subaru Loves Learning page](#).

Vets on Wheels

In partnership with the Animal Welfare Association, Subaru created the Vets on Wheels program to provide essential veterinary services to Camden pet owners. The program offered wellness exams, vaccinations, and follow-up sick care for more than 500 pets – in addition to pet supplies like food, toys, leashes, and beds.

Camden National Make a Dog's Day Celebration

For the third year in a row, Subaru celebrated our [National Make a Dog's Day](#) on October 22. We brought this to Camden through a day of celebration, games, giveaways, and veterinary care for pets.

To get Camden youth involved, we created an employee Trunk or Treat event at the Camden National Make a Dog's Day celebration. Subaru teammates decorated five vehicles offering excitement, and candy, to Camden kids.

Camden Events

We are incredibly proud of our ongoing partnerships with outstanding Camden organizations making an impact in the community. Below are just a few:

- **Camden City School District:** In addition to our Subaru Loves Learning volunteering, where over 100 volunteers prepped Camden's schools to open, dozens of Subaru volunteers revamped the Woodrow Wilson High School automotive program in 2021. They refurbished the auto shop, donated new supplies like parts and tools, and connected the program to Subaru University and National Service Training Center educational

opportunities. In addition to hundreds of volunteer hours, more than \$10,000 has been donated to this program.

- **Haason Reddick's "Black Panther Christmas":** Subaru hosted NFL linebacker Haason Reddick, a Camden native, through his holiday event, where he donated \$15,000 in gifts to 150 Camden children. To facilitate the donation, Subaru volunteers assisted in event setup, registration, and gifts at our headquarters.
- **Camden Fire Department:** As a community partner with the Camden Fire Department, Subaru donated vehicles to the local fire department to aid in their Jaws of Life hydraulic pressure training, allowing a rare opportunity to practice on new vehicles.
- **Advanced Training:** To strengthen training opportunities, the Camden Fire Department uses real buildings to practice their response. In 2021, Subaru offered our National Training Service Center to provide large-area search training (search and rescue of large areas involved in a fire) with near-zero visibility conditions as continued education for firefighters.

- **IDEA Center:** In 2020, the Subaru of America Foundation, Inc. funded the state-of-the-art Subaru Media Lab at the Institute for the Development of Education in the Arts (IDEA) Center. In 2021, **we partnered with the IDEA Center to livestream our national volunteer event**, the [Subaru Share the Love®](#) Kickoff, and to create our 2021 Holiday Card, providing students with real-world experiences to work in artistic fields.

Subaru of America Foundation, Inc.

The Subaru of America Foundation, Inc. (the Foundation), established in 1984, refined its focus on our hometown of Camden in 2021. Foundation grants are now targeted to employment and environmental issues that impact the residents of Camden. This shift reflects years of engagement with Camden officials,

**SOA Foundation Giving
\$1 million**

given annually through grants, matching gifts, memorial gifts, and scholarships

community leaders, and local residents to determine the highest needs for the city. Below is a list of some of our 2021 Subaru of America Foundation, Inc. grants:

2021 Foundation Grants:

- **Barnes Foundation:** The Foundation continued to support the expansion of the Barnes Foundation's Look! Reflect! Connect! program, which supports childhood involvement with the visual arts. Through hybrid workshops, interactive classroom lessons, and visits to the Barnes gallery, more than 740 Camden students were able to learn to see art as a powerful form of human expression – one that can be used to make connections to their own lives and experiences, inspire future endeavors, and convey their ideas and feelings.
- **Cathedral Soup Kitchen:** We supported Cathedral Kitchen's Culinary and Baking Arts Job Training program to help prepare students for employment in the food service industry through classroom and hands-on work. Since the start of our partnership with this project in

2018, 203 residents have been trained in culinary techniques, passed essential exams like ServSafe, and moved on to careers in food and beverage.

- **Center for Family Services:** The Foundation funded the Pathways to Success Workforce Development Initiatives – specifically the InDemand Program – to assist in the development of job readiness and occupational training for Camden City residents. In 2021, more than 100 Camden residents participated in InDemand and received job readiness training, access to social services, employment connections with over 30 local employers, and career development opportunities critical to build successful post-secondary pathways.
- **Discovery Education:** We assisted the Camden City School District by offering online curricula for teachers in partnership with Discovery Education. This platform increased access to vital, high-quality digital content and standards-aligned resources, especially during the COVID-19 pandemic. Over 7,638 students benefited from the program, with educators utilizing 119,000 online resources.
- **Girls Inc.:** The Foundation continued our partnership with Girls Inc., offering support for

social-emotional learning, healthy decision-making, and academic enrichment. Through the Stronger, Smarter, Bolder program, Camden girls focused on early grade literacy, STEM, leadership and advocacy, and economic literacy. In these programs, girls increased their literacy scores, gained confidence in STEM, took charge in identifying ways to improve their community, and planned for their futures. This school year, 331 Camden girls participated.

- **Hopeworks:** We supported our longtime partner, Hopeworks, with a grant to continue to teaching tech skills to Camden young adults and expand its employment partnership program. The organization connects participants with employers to place them in livable-wage jobs and is on track to place more than 100 young professionals in permanent paid positions.
- **Impact Charity Services:** We supported Project LIFT, which fully funds 30 scholarships for Camden residents to take courses at Camden County College to prepare them for entry-level positions at Camden's Cooper University Hospital, including phlebotomists, electrocardiogram (EKG)

technicians, and critical care technicians. 100% of graduates have become employed in the healthcare field.

- **Rainbow PUSH Camden County College Scholarships:** Subaru launched the Subaru Scholarship for Automotive Excellence, in partnership with Rainbow PUSH. The scholarship allows for six underrepresented Camden residents to be trained as automotive technicians at Camden County College, as part of our ongoing commitment to our hometown. In addition to academics, we support scholarship recipients by pairing them with Subaru retailers to provide mentorship, enhance their training, and help them gain full-time employment opportunities.
- **UrbanPromise:** The Foundation's grant to the UrbanPromise StreetLeader Program helps provide more than 50 Camden teens with practical work experience, leadership development, attentive mentorship, and academic support. StreetLeaders become paid employees within UrbanPromise's programs to mentor, support, and guide over 250 younger children in their communities, while developing their own leadership and employment skills.

A message about Camden from Shira Haaz, the Subaru Corporate Responsibility Manager.

Shira was named among [SJ Magazine's 2021 Women of Excellence](#) in the "Business Excellence" category for our company's community impact.

"The 'City Invincible' is full of life, passion, diversity, and love for one another. We are constantly humbled by our partners' spirit and drive. We have developed a symbiotic relationship with the city of Camden through impactful volunteering, programming, and grant-giving. We are grateful to be a part of such an inclusive and involved community of people who have given us the opportunity to progress alongside them. We recognize the tireless work

from our Camden neighbors, partners, and colleagues, without whom none of this would be possible. We thank all of you for sharing the love, and we look forward to our continued partnership!"

Faces of Philanthropy Award

Subaru was grateful to receive the Faces of Philanthropy award for our efforts with the Camden City School District and AdoptAClassroom.org. Honorees are named annually to celebrate charitable partners across the region serving the community through philanthropic efforts large and small, from multimillion-dollar programs to grassroots initiatives. Although we are proud of this recognition, we are even more proud that roughly 3,000 students were impacted by our adoption of every K–5 classroom in the Camden City School District.

SJYPA Corporate Halo Award

This year, Subaru was awarded the South Jersey Young Professionals Association (SJYPA) Corporate Halo Award for corporate impact. We are honored to

be recognized by our own community for this award. Our [SARGE Employee Resource](#) Group – the Subaru Armed Forces Resource Group for Employees – accepted the award on behalf of Subaru.

Measuring Our Impact



It is our mission to be More Than a Car Company®. We want our efforts to reflect the global goal to create a sustainable future for all. One of the ways we evaluate our progress is through environmental, social, and governance (ESG) criteria that set standards for our corporate responsibility efforts and how a company can measure its impact on society. In partnership with our parent company, Subaru Corporation, we have assessed our efforts in the context of the United Nations Sustainable Development Goals (UN SDGs) since 2018. These 17 global goals are part of the UN's 2030 Agenda for Sustainable Development, with corresponding targets that inspire action for humanity and the planet.

Each year we examine how our work contributes to specific goals. Below are six of the UN SDGs, aligned with ESG principles, that inform our decision-making, and how we have contributed to these goals while supporting Subaru Corporation in its global impact plans.

Environmental



UNSDG Description

Ensure sustainable consumption and production patterns.

UN Target

12.2: By 2030, achieve the sustainable management and efficient use of natural resources

12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse

12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

SOA 2021 Action Areas

- Subaru Loves the Earth initiatives
- Promotion and education around waste reduction, reuse, and recycling
- Environmentally responsible product enhancements and design

- Facility-waste diversion and energy reduction initiatives
- Industry-leading low-emissions vehicles
- Subaru of America Foundation, Inc., focus on environmental causes
- Eco-Friendly Retailers

Social



UNSDG Description

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.

UN Target

2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round

SOA 2021 Action Areas

- Share the Love Event®
- Subaru Loves to Help initiatives
- Empower Camden programs



UNSDG Description

Ensure healthy lives and promote well-being for all, at all ages.

UN Target

3.4: By 2030, reduce premature mortality from non-communicable diseases by one-third through prevention and treatment, and promote mental health and well-being

3.6: By 2030, reduce half the number of global deaths and injuries from road traffic accidents

SOA 2021 Action Areas

- Subaru Loves to Care initiatives
- Excellence in vehicle safety
- Employee Resource Groups' impact
- Subaru Loves Pets initiatives
- Active COVID-19 safety
- Mobility Assist program



UNSDG Description

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

UN Target

4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education – including university

4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship

4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development

SOA 2021 Action Areas

- Subaru Loves Learning initiatives
- Empower Camden programs
- Subaru University programs
- Employee Resource Groups' impact
- Expansion of internal and external diversity, equity, inclusion, and belonging initiatives



UNSDG Description

Achieve gender equality and empower all women and girls.

UN Target

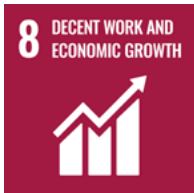
5.1: End all forms of discrimination against all women and girls everywhere

5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life

SOA 2021 Action Areas

- Recruitment, development, retention, and promotion of underrepresented talent
- Employee Resource Groups' impact
- Expansion of internal and external diversity, equity, inclusion, and belonging initiative

Governance



UNSDG Description

Promote sustained, inclusive, and sustainable economic growth; full and productive employment; and decent work for all.

UN Target

8.5: By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities and equal pay for work of equal value

8.6: By 2030, substantially reduce the proportion of youth not in employment, education, or training

SOA 2021 Action Areas

- Empower Camden programs
- Subaru of America Foundation, Inc. focus on employment
- Job fairness and equity evaluation
- Recruitment, development, retention, and promotion of underrepresented talent
- Subaru University program
- Subaru-U Scholarship for Automotive Excellence
- Skills-based volunteering
- Employee mentoring programs
- Financial and retirement educational programming
- Leadership awards
- Digital accessibility