

Our Drive for Impact

2022 Subaru of America
Corporate Impact Report





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Welcome from Jeff Walters, President & COO, and Tadashi ‘Tady’ Yoshida, Chairman & CEO

At Subaru, we are proud to continue our efforts to be More Than a Car Company®. Our mission goes beyond just selling cars. It means coming together as a winning team to treat all with respect, create quality products, put safety first, invest in our communities, and create a rewarding place to work. Our 2022 Corporate Impact Report will tell the stories of how we strive to make the world a better place. We call this the Subaru Love Promise.

As Subaru continues growing as a company, we are honored to be taking on new roles furthering this meaningful work. We would not be where we are today without the dedication of Tom Doll over the last 40+ years, who stepped down as President & CEO in April of 2023. His vision for the Subaru brand and all of those who come in contact with it was a driving force for our Subaru Love Promise. He has impacted the lives of countless colleagues, Subaru owners, and community members.

Throughout this report, you will read about how we are committed to living our Love Promise and supporting our retailers in being More Than a Car Dealer™. Thank you for joining us on this journey.

2022 Highlights

Subaru Love Promise

Through our Love Promise Community Commitment, we focus on five pillars of impact: Subaru Loves to Care, Subaru Loves the Earth, Subaru Loves to Help, Subaru Loves Learning, and Subaru Loves Pets.

Safety and Quality

Safety is our top priority. We achieved Insurance Institute for Highway Safety (IIHS) TOP SAFETY PICK+ for every model available in 2022.

Action on Environment

Our goal is to electrify 100% of our vehicles by the first half of the 2030s. We've made progress with our first fully electric vehicle, the Subaru Solterra, achieving our goal to sell all available Solterras.

Diversity, Equity, Inclusion and Belonging

We are focused on making investments in three key areas within Subaru: Careers, Community,

and Culture. We support each other and ensure leadership engagement in our efforts through our new Diversity, Equity, Inclusion, and Belonging Council.

The Subaru Love Promise

The Subaru Love Promise is our commitment to show love and respect to everyone who interacts with us. Together with our employees, retailers, and customers, we're making our communities better through our five pillars: Subaru Loves to Help, Subaru Loves the Earth, Subaru to Care, Subaru Loves Learning and Subaru Loves Pets. Over the past 20 years, SOA and the SOA Foundation have donated more than \$270 million to causes the Subaru family cares about, and its employees have logged nearly 78,000 volunteer hours, including over 10,000 hours in 2022.

Subaru Loves the Earth

Loving the environment means more than loving the great outdoors. It means working to preserve it.

Subaru Loves to Care

We should all have a chance to lead a healthy lifestyle. We're aiming to give as many people that chance as we can.

Subaru Loves to Help

In a perfect world, hunger would be history and hope would be commonplace. We believe a perfect world is possible.

Subaru Loves Learning

It's our goal to make the pursuit of knowledge available to as many minds as possible.

Subaru Loves Pets

Whether they live in our homes or in the wild, Subaru is committed to keeping all animals safe and healthy.

Recognition for Who We Are

Civic 50

For the second consecutive year, Subaru was recognized on this list of the 50 most community-minded U.S. companies.

Human Rights Campaign Corporate Equality Index

Subaru received 100% on the Corporate Equality Index for the sixth year running, for supporting LGBTQ+ employees with equitable workplace policies, practices, and benefits.

Benevity Corporate Goodness Award

Subaru was recognized with a NewB Award for our transformative approach to community engagement.

Axios Corporate Reputation Rankings

Subaru was recognized as #20 on the list of the 100 most trusted U.S.-based companies, based on rankings by more than 40,000 Americans in 2022.

Recognition for What We Do

2022 Subaru Brand & Product Awards¹

IIHS TOP SAFETY PICK+

Subaru has earned more IIHS Top Safety Pick awards than any other brand since 2013². In 2022, every model received a Top Safety Pick or Top Safety Pick+ award from IIHS.

American Customer Satisfaction Index

Subaru has been rated #1 in safety for three years in a row.³

IIHS Superior Front Crash Prevention

Subaru 2023 Ascent, 2023 BRZ, 2023 Crosstrek and 2023 Crosstrek Hybrid, 2023 Forester, 2023 Impreza, 2023 Legacy, 2023 Outback, and 2023 Solterra.

IntelliChoice

Subaru earned recognition by IntelliChoice for Lowest Ownership Cost in the popular brand category.

Subaru Crosstrek is an IntelliChoice SmartChoice winner for Excellent Value, Highest Retained Value, and Lowest Ownership Cost.⁴

U.S News & World Report

The Subaru Forester and Ascent were named the 2022 Best New SUV for Teens in their respective segments.⁵

Experian

Experian Automotive Data ranks Subaru as the industry leader for vehicle longevity, with 96% of Subaru vehicles sold in the last 10 years still on the road today.⁶

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1. Subaru earned these claims in calendar year 2022; awards may have expired.
 2. Claim applies to U.S.-spec vehicles. Based on research conducted by Subaru of America and Subaru Canada.
 3. Compared to all other measured mass market automotive companies in the 2022 American Customer Satisfaction Index (ACSI) surveys of customers rating their own automotive company's performance. ACSI® is a registered trademark of ACSI, LLC.
 4. 2022 IntelliChoice 5-Year Cost of Ownership Study© 2022 MOTOR TREND GROUP, LLC.
 5. For SUVs \$30K–45K. Read more in the Subaru media center.
 6. Based on Experian Automotive vehicles in operation vs. total new registrations.

MORE THAN A
Car
Company®



Subaru and Our Family

1,334
SOA Teammates

More Than a Car Company®

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—providing customers with excellent products and services—while improving the lives of those within our Subaru community and beyond.

In the U.S., Subaru of America employs 1,334 colleagues at our U.S. headquarters, field offices, training facilities, regional distribution centers, and ports. We work with 37,929 people at our distribution and retail centers and another 6,263 people at our

6,263
SIA Associates

sister facility, Subaru of Indiana Automotive (SIA). Together, these individuals collaborate to ensure we continue our drive for impact. They make it possible to be More Than a Car Company.

Read more about our commitment to belonging, safety, and careers for our teams in the [Our People](#) section.

37,929
Retail Team Members



Subaru Corporation in Japan is parent company to Subaru of America

- Subaru of America Subaru Corporation's U.S. based sales and marketing arm
- Subaru of Indiana Automotive Subaru Corporation's U.S.-based manufacturing facility

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.

To fulfill our promise, SBR formulated our mid-term management vision called Speed, Trust, Engagement, and Peace of Mind and Enjoyment (STEP), with the goal of building trust that resonates with customers. Since launching in 2018, we have taken various initiatives primarily centered on “Corporate culture reform,” “Quality enhancement,” and the “Evolution of the Subaru difference.” We have been steadily making progress in these areas and look forward to a future of continuing to engage in business activities that put customers center-stage.

Key SBR achievements from 2022 include recognition in indices that serve as core environmental, social, and governance benchmarks by the Government Pension Investment Fund of Japan, the world’s largest public pension fund:

- **FTSE Blossom Japan Index:** Selected for a third consecutive year as an index constituent.
- **FTSE Russell’s FTSE Blossom Japan Sector Relative Index:** Selected as a constituent of this newly developed index.

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 Organization for Standardization (ISO) 14001 Certification in 1998 and zero-landfill status in 2004.

The SIA Foundation celebrated its 25th anniversary in 2022. Since its establishment in 1997, the SIA Foundation has given more than \$2.7 million to fund nonprofit organizations across Indiana. This milestone is marked by support of 40 nonprofit organizations in 2022 through initiatives ranging from sponsorship and in-kind donations to volunteering opportunities. Read more about the impact of the [SIA Foundation](#) on their website.

Our Retailers

Subaru of America is the U.S. sales and marketing arm of our Japanese parent company, Subaru Corporation. But we alone cannot deliver these great products to our customers. We do so through a network of almost 650 retailers across the country. Some car companies might call them “dealers,” but at Subaru, we call them retailers because we believe they are more than just car dealers. Our retailers are focused on building lifelong relationships with their customers from purchase throughout their ownership, striving to give exceptional support that exceeds expectations. Many of these retailers have been with us from the beginning and have developed a deep-rooted relationship with the brand and our team members. They are an extension of our Love Promise, and their dedication to their customers and communities allows all of us to shine brighter.

Our Hometown: Camden, New Jersey

Since 2018, we have proudly called Camden, New Jersey, our home. We invest deeply in the community, working closely with residents and community leaders to address community needs. The Subaru of America Foundation, Inc., also supports our hometown of Camden, New Jersey, and organizes its philanthropic efforts in two major categories: environment and employment. Read more about our hometown initiatives in the [Camden: Our Hometown Commitment](#) section.

Our Facilities

Our campus in Camden, New Jersey, reflects our commitment to being a world-class leader in environmental performance. We demonstrate our efforts in sustainability where we live and work through the below specifications to our facilities.

Our headquarters and National Service Training Center buildings feature upgraded building automation systems, which provide us with comprehensive monitoring of our heating, ventilation, and air conditioning (HVAC) infrastructure’s performance. This data allows us to optimize energy

performance and reduce CO₂ emissions everywhere we can. We also continually seek out other energy saving strategies.

Headquarters

LEED Silver Headquarters

Our Camden headquarters is certified LEED Silver, reflecting our promise to help reduce our environmental impact. The following are some of our building’s many green features:

- 100% green, renewable wind power
- 63 on-site EV charging stations
- HVAC infrastructure and LED lighting throughout
- Reclaimed wood wall décor in our lobby and cafe
- Employee workstations and carpeting composed of partially recycled materials
- A Pennsylvania Horticultural Society-designed drought-tolerant landscape that includes native perennials, hardwoods, and grass species

- Stormwater management practices, including raising site grades during construction, planting wetland species in poor drainage areas, and installing a rain garden
- ISO 14001 certified for 18 years
- Utilizes daylight-harvesting lighting technology to offset the amount of electric lighting needed and reduce the associated CO₂ emissions.
- Upgraded to energy-efficient LED technology in our mechanical rooms by installing over 700 LED bulbs to reduce associated GHG emissions while lowering the costs of operating and disposing of lighting materials.

Share the Love® Garden

The Subaru Share the Love Garden entered its 15th year in 2022. The organic garden on the grounds of our headquarters was designed by a local urban farming nonprofit, Center for Environmental Transformation. It is tended by Subaru teammates, and each harvest is donated to Cathedral Kitchen, an emergency food provider in Camden, NJ. Our donation totals surpassed 7,600 pounds in 2022.

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

Waste Management

Recycling

We began our recycling initiatives at Subaru before it was a state mandate and have continued to place recycling at the forefront of our waste management practices. We are constantly exploring new ways to make our paper and recycling processes more innovative and efficient. Our hospitality partner, Eurest, works with us to minimize food waste in every phase

Food Waste Reduction:

117,400 pounds

Food waste diverted from landfills:

446,120 pounds

of carbon dioxide equivalent (CO₂e)
prevented from entering atmosphere*

*according to the United Nations
methodology

of food preparation. Eurest continually engages in conservation efforts to reduce, reuse, and recycle via their Waste Not program. Scrap containers are strategically placed throughout our offices to collect employee food waste, which is then transported to be repurposed as animal feed or compost.

Printing Offsets

Through our partnership with Allied Printing, we participate in the PrintReleaf™ paper consumption offset program, which measures our paper consumption and offsets our paper footprint by reforestation at planting sites of our choice. In 2022, Subaru reforested 400 trees to offset our paper consumption.

E-Waste

Another way Subaru helps to reduce our community's environmental impact is by working with our employees to properly recycle the e-waste they generate at home. Our 2022 Earth Day event resulted in 1,988 pounds of e-waste being collected and diverted from landfills.

Water Management

The need for stormwater management infrastructure that can mitigate the impacts of extreme weather

events continues to be vital. We have invested in proactive site engineering measures, such as raising existing site grades by up to five feet and planting wetland vegetation in areas with poor drainage. In 2022, these water management techniques continued to be a valuable strategy in our responsible storm management. Our rain garden also helps reduce runoff through on-site retention of some stormwater that would otherwise contribute to flooding as rainwater drains into the nearby Cooper River.

Other Facilities

This year, we collected data on our 2019 Portland Re-Lamping Project which showed a 34% reduction in CO₂ emissions from CY2019. This showed a \$64,287 cost savings and a 684,400 KWH savings, equivalent to 485 metric tons of CO₂ emissions. The project has also improved the lighting in our warehouses and has helped visually enhance the working environment for our employees. Through this work, we are now closer to aligning with SBR's goal to reduce CO₂ emissions from Subaru Group factories and offices by 30% before 2031.



Our People

Diversity, Equity, Inclusion, and Belonging

Employee Resource Groups

Employee
Well-being and Development

Governance and Compliance

Subaru of America, Inc. believes in being a positive force in the world and empowering those most in need. Our Love Promise shapes this mission, driven by a commitment to ensuring that all colleagues are valued, impactful, and successful.

Six Stars to Guide Us

Our six stars drive who we are as a company. When employees join Subaru, their first day of training focuses on these principles, and employees learn how to incorporate them into their jobs. They are how we live out our Subaru Love Promise and how we inspire and motivate our fellow Subaru team members to join the journey of being More Than a Car Company®.

Diversity, Equity, Inclusion, and Belonging

We celebrate our differences, cherish our similarities, and strive to cultivate a community that welcomes, uplifts, and encourages all employees, customers, and community members. It's what makes Subaru, Subaru™.

Employee Resource Groups

Our Employee Resource Groups are led by employees who work to create ways to connect, learn, and grow.

Employee Well-being and Development

We offer professional development, mentorship opportunities, and wellness benefits that support the growth of our employees.

Governance and Compliance

Living out exemplary standards of ethics and integrity makes Subaru More Than a Car Company®.

Diversity, Equity, Inclusion, and Belonging



Diversity, Equity, Inclusion, and Belonging (DEIB) are core to our culture, how we make decisions, and how we treat each other as humans first. Our Love Promise is about respecting all with whom we come in contact, so we prioritize being a company that promotes diversity, addresses equity, fosters inclusion, and intentionally creates belonging.

While diversity, equity, inclusion, and belonging is not new for us, we are on a journey of learning and improving. We were the first automotive company in the U.S. to offer domestic partner benefits to support same sex couples who might not be allowed to legally marry. We also have a 25-year partnership with the National Association of Minority Automobile Dealers (NAMAD) to support the increase of minority ownership among our Subaru retailers. These are just two examples of our long-standing, multifaceted DEIB commitment. The highlights below show how we continue improving through policies, internal engagement, recruiting, and our partnerships.

Real work must start within our business operations. In 2022, we continued focusing on our Culture, Careers, and Communities.

Culture

A Culture of Inclusion and Learning

An organization is only as good as its culture—and building that culture is every employee's responsibility. An inclusive work environment is not just a nice-to-have, it can make or break a company. Targeted DEIB opportunities in 2022 included Crucial Conversations, Influencing Skills, Strategic Thinking, Emotional Intelligence, and Japanese Culture to name a few. We offered these programs to the ERG members to help them evolve their groups and drive their goals forward in our organization. Crucial Conversations leverages a model that emphasizes crucial conversations need to happen in a psychologically safe environment to have productive conversations that lead to action. Our influencing content was identified to help the members prepare for the opportunities they have to influence our senior leaders. Throughout the year, members have exposure to the senior leaders and by providing them with training on how to influence others, they made progress towards getting senior leader buy-in for many of their initiatives.

The ERG groups had existed for a few years, and many members wanted to see the groups and programming evolve. Our strategic thinking content was offered to help them think through the current state of ERGs, what changes they wanted to see in the group and at Subaru and the role they can play in those changes. Our emotional intelligence and Japanese culture programs were open to the entire organization. Emotional Intelligence provides an opportunity to pause and reflect when it comes to self-awareness. The model takes self-awareness a step further by relating personal self-awareness to how people are interacting with others and the environment a person creates around them. Japanese Culture and Language classes are very popular at Subaru, we have many Japanese colleagues working with us in our buildings. These colleagues give up a lot to come to Subaru of America headquarters and learn about our side of the business. They often leave behind family and are thrown into a new culture and language. By offering culture and language classes, we are encouraging our employees to connect with our Japanese colleagues on a deeper level and help them to create a welcoming environment. Additional offerings in 2022 focused on inclusive leadership and

a curated curriculum through LinkedIn Learning with a focus on DEIB. These efforts work towards our goal of providing readily available learning opportunities to all of our employees across the US.

Coffee Talks

We continued our Coffee Talk series in 2022. These conversations were held at an organizational level, which expanded the reach beyond our 2021 departmental-level approach. This series allowed colleagues from a variety of functional areas the opportunity to share their lived experiences with a broader audience. The goal of gaining a better understanding of our colleagues through sharing stories about their personal and professional experiences and identities will continue in 2023.

Subaru Retailers

Subaru actively seeks ways to increase DEIB across our network of retailers. For more than 15 years, we have worked closely with NAMAD to provide opportunities 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.

DEIB Council and Committee

The DEIB Council and Committee were created to provide the opportunity to foster growth and development in a safe and inclusive environment, offering equal opportunity to all employees. The membership of the Council is our executive team, ERG Executive Sponsors, ERG Leads, and the Associate Director, DEIB. The Committee is comprised of ERG leads and our Associate Director, DEIB. This structure creates engagement and communication across a multifaceted group in advancing our DEIB efforts.

Employee Resource Groups

Our five current Employee Resource Groups (ERGs) are led by employees who work to create ways to connect, learn, and grow. The ERGs are critical to making Subaru's DEIB strategy come to life because they foster inclusion, give our employees a sense of belonging, and help Subaru identify culture, career, and community opportunities. While participation is voluntary, in 2022, over half of our employees belonged to at least one ERG. Check out the [Subaru of America Foundation, Inc.](#) section to read about the ERG involvement in our first annual DEIB grant cycle.

Meet our ERGs:

BLENDS

The Black & Latino Employee Network for Diversity at Subaru's (BLENDS) mission is to empower Black and Latino employees by creating professional development programs, offering educational resources, and engaging with the community in diversity initiatives.

Evolve

The mission of Evolve is to establish, promote, and maintain an environment and culture at Subaru that supports employees' desire to make healthy lifestyle choices. Evolve focuses on supporting employees on their personal wellness journeys through mental, physical, nutritional, and financial well-being.

Out+Ally

Out+Ally aims to create a network of LGBTQ+ employees and straight allies that strives to establish community, support, and resources for LGBTQ+ employees.

SARGE

Subaru Armed Forces Resource Group for Employees (SARGE) champions veteran causes in

the communities we work and operate in, facilitates veteran hiring, and enhances networking for veterans within Subaru.

Subaru Women's Network

The Subaru Women's Network is a diverse group with the common goal of unifying and empowering women. They provide an opportunity for growth through education, networking, mentoring, and shaping policies to support all employees in our organization. Read more on the impact of our Employee Resource Groups in the Community section.

Careers

Leadership

The diversity of our leadership management team was again strengthened in 2022, highlighted by 12.5% of our corporate officers coming from diverse backgrounds, a 6% increase over 2021. We are thrilled to continue to share these milestones and even more excited to highlight the expanded diversity of thought this appointment brings to our management team.

Recruitment Strategy

Subaru is committed to having a diverse talent pipeline with actions that enable attraction, development, and retention of qualified candidates and employees. As a means of casting a broader net to attract top talent, we have established strategic relationships with: Historically Black Colleges and Universities (HBCUs), Military organizations and diverse membership groups such as the Minority Corporate Counsel Association (MCCA) and diverse member groups such as the National Association of Black Accountants (NABA). We also partner with Women of Color Automotive Network (WOCAN). We are continuing to evaluate and improve our

talent practices—hiring, promotion, performance management, development, and compensation—to ensure equal opportunity for all employees. In 2023, we are excited for the opportunity to seek out additional channels that broaden our recruitment outreach.

Updated Interview Guide

As reported in 2021, the Talent Acquisition, Talent Management, and DEIB teams collaborated to update our Interview Guides, with a renewed focus on behavioral-based interview questions connected to functional skills and our Subaru Leadership Competencies, ensuring a consistent candidate experience. The Interview Guides were completed and hiring manager training began. Additionally, a learning module was developed to help introduce hiring managers to these guides. The module covers the following topics: preparing for an interview, the value of using guides to remove bias, consistency of questions, and sharing best practices for candidate review sessions.

Community

Subaru supported the National Park Foundation's Outdoor Exploration initiative and ParkVentures through a grant that helps expand access to the outdoors for communities historically excluded from parks. This grant contributed to the organization Black People Who Hike and their mission to empower, reengage, and educate Black people in the outdoors during a tour of six national parks throughout the U.S. As the largest corporate donor to the National Park Foundation, Subaru is committed to ensuring every individual feels welcomed in our national parks.

Rainbow PUSH

We are proud to celebrate a partnership of 20+ years with the Rainbow PUSH Coalition. As a continuation of our work together, Subaru launched the Subaru-U Scholarship for Automotive Excellence, in partnership with Rainbow PUSH. In 2022, the scholarship supported six 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.

- 20+ years partnership with the Rainbow PUSH Coalition
- 6 Camden, NJ Residents Supported by Subaru scholarship to be trained as automotive technicians annually

PFLAG

We have supported the important work of PFLAG and 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 deliver on their mission. In 2022, we also supported our local PFLAG Collingswood chapter through a DEIB grant from the Subaru of America Foundation, Inc., toward their efforts to deliver important resources to the community.

Girls Inc.

Subaru empowers girls to be smart, strong, and bold through the Subaru of America Foundation, Inc.'s, support of Girls Inc., in Camden. Girls Inc. provides academic, social, and emotional support for girls through mentorship; science, technology, engineering, and mathematics (STEM) education; and healthy decision-making education. In 2022, our support sponsored the participation of more than 400 girls.

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

National Diversity Council

In 2022 we welcomed a new partnership by becoming a member of the National Diversity Council (NDC). The vision of the NDC is to cultivate a nationwide network of affiliated councils to advance diversity and inclusion by transforming our workplaces and communities into inclusive environments where individuals are valued for their talents and empowered to reach their fullest potential. The mission of the NDC is to be both a resource and an advocate for

the value of diversity and inclusion. The NDC serves as the umbrella organization to support statewide and regional affiliates, which foster an understanding of diversity and inclusion as a dynamic strategy for business success and community well-being through various initiatives.

Accessibility for All

We launched a new Subaru.com website in 2022 that ensures ADA digital accessibility. We set high standards for web accessibility and constantly strive to ensure compliance with Web Content Accessibility Guidelines 2.1 Level A and Level AA. Subaru created a working group to examine how we could make our digital platforms more accessible to all employees of all abilities. We began with a focus on how to increase accessibility in our IT functions and are now examining additional functions, including those involving customers and retailers. In the coming years, we will report more about additional accessibility developments and training.

For more on accessibility in our vehicles, visit the Love Promise Customer Commitment section to learn about [Subaru Mobility Assist](#).

Flower Show

We are making it easier for members in our community who have sensory challenges and disabilities to attend events and access experiences. For example, we worked with Jefferson Health in Philadelphia and The Center for Autism and Neurodiversity at Thomas Jefferson University to talk to community members with neurodiversity and intellectual and developmental disabilities and identify barriers to attending events such as the Philadelphia Flower Show. Then we helped create resources, including a video to help people prepare by familiarizing them with the sights, sounds, and expectations of the show, and provided sample bags with materials such as sunscreen and noise reduction headphones.

Vendors

We work with community partners to create opportunities for inclusion across our supply chain. Extending our long-held approach to vendor diversity includes engaging teams across departments to consider diversity when selecting vendors. One example is regular engagement of our legal partners to foster diversity in their firms. A key milestone in vendor diversity was our Camden headquarters'

food service contractor expansion of its program. Our overall local vendor spend totaled nearly \$318,000 in 2022.

Employee Resource Groups



DJ Wagner's Community Drive

Our ERGs collaboratively supported Camden High School basketball star and 2022 Junior Olympic Gold Medal champion Dajuan Wagner Jr. (DJ) during his backpack giveaway event in October 2022. Working with Nike and the Camden County Police Department, we helped provide book bags filled with school supplies to those in need in our hometown. We also celebrated the fun-filled afternoon with ice cream, bounce houses, and a variety of basketball games, such as H-O-R-S-E and knockout.

BLENDS

The Black & Latino Employee Network for Diversity at Subaru (BLENDS) embraces the Subaru Love Promise by supporting recruitment and training programs, maintaining an open forum for the exchange of ideas, and serving as a source of mentoring and educational and professional development. In 2022, BLENDS:

- Hosted a virtual conversation for Black History Month with the American Cancer Society on World Cancer Day (A Better You in 2022: A Conversation About Cancer and Health in the Black Community) and the Women of Color Automotive Network (The Future is Female — Together We Can Make a Difference).
- Welcomed local Camden artists to our headquarters for a networking event. Artists were invited to showcase their work alongside the artwork of BLENDS members.
- Celebrated Juneteenth and Hispanic Heritage Month with various activities and shared the significant history of each event.
- Partnered with Project Glitter to host an Empower Hour. An event that pairs girls in foster care with employees at Subaru for career coaching.

Evolve

Evolve advocates for our colleagues to feel supported in the workplace to discuss mental health without stigma, raise awareness of available resources, and help all of us reach our full productive potential, both mentally and physically. In 2022, this group:

- Partnered with Active Minds, the nation's premier nonprofit organization supporting mental health awareness and education for young adults, to host three webinars on mental health and well-being for employees.
- Facilitated the CPR certification of 24 employees and held a life-coaching session and a de-stress event.
- Donated to many community organizations including Philadelphia Children's Hospital of Pennsylvania Foundation in honor of its Little Hearts (Pediatric Cardiac Unit) program, donated to the Leukemia & Lymphoma Society's Big Climb, and donated over 200 handcrafted items through Evolve Makes to LUCY Outreach and the Cooper Foundation.

Out+Ally

Out+Ally is a network of LGBTQ+ employees and allies that strive to establish community, support, and resources for LGBTQ+ colleagues at Subaru. In 2022, Out+Ally provided a forum of inclusivity and education for all through these actions:

- Held three sunrise sessions, which created a welcoming atmosphere to discuss different

information topics, ranging from Transgender Awareness Week to resources for coming out in the workplace.

- Hosted events, including a National Coming Out Day event at our headquarters, a virtual Human Rights Campaign Session (A Workplace Divided: Understanding the Climate for LGBTQ+ Workers Nationwide), and a virtual PFLAG session (Be Kind, Rewind: Recognizing Your Role in Building Inclusion.)
- Sponsored and participated in a variety of events, including the Human Rights Campaign Gala in Philadelphia, the Haddon Township Pride parade, the Philadelphia Pride Parade; donated meals to Dining Out For Life for St. John's Hospice, the Mazzoni Center, and Morris Animal Refuge's Woof Walk.

SARGE

Subaru Armed Forces Resource Group for Employees (SARGE) champions veteran causes in communities we work and operate in, facilitates veteran hiring, and enhances networking for veterans within Subaru. In 2022, SARGE:

- Collectively attended a virtual military hiring event in conjunction with the HR and IT departments

- Visited over a dozen cemeteries and placed 1,000+ wreaths on veterans' graves as part of the Wreaths Across America event.
- Supported Toys for Tots across the U.S. in partnership with retailers.
- Participated in Battleship New Jersey's Volunteer Day to help bolster tourism on our Camden hometown waterfront, and Stand Down South Jersey, to help homeless veterans reenter mainstream society.

Subaru Women's Network

The Subaru Women's Network provides education, networking, mentoring, and support for all employees within Subaru and our community. In 2022, the Subaru Women's Network:

- Held a virtual speed networking event to help over 125 attendees professionally connect.
- Raised funds along with a donation of 32 pairs of shoes for Anna Sample House through Walk a Mile in Her shoes event, and participated in the Making Strides Against Breast Cancer Walk.
- Donated diapers, wipes, and lotion to Mom's Helping Moms.

Employee Well-being and Development



Professional Resources and Development

Professional development and opportunities for advancement are critical to the growth of our employees. We enable training opportunities through Subaru Training and Resources United (STAR-U), our internal platform of educational programming, compliance training, lunch and learns, DEIB opportunities, and executive leadership training. In 2022, over 2,000 hours were spent on professional development through STAR-U. A sampling of specific opportunities is described below.

Mentoring Program

Employees told us in the annual employee engagement survey that they wanted more mentoring opportunities. After a pilot with 60 employees in 2021, we launched the Ignite mentoring program companywide in 2022. Eighty-nine employees participated in the new mentoring program over nine months, where they built relationships, established goals, connected for personal and professional growth, and engaged with other mentoring program participants.

Leadership Competency Awards

We celebrate the qualities of strong management skills through our Leadership Competency Awards. Every quarter, employees nominate finalists based on our Subaru Leadership Competencies. These awards recognize the leaders who are living out these competencies, no matter their level. 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. In 2022, this award was given to 10 employees, with plans to double those recognized in 2023.

LinkedIn Learning Challenges

We use LinkedIn Learning as a professional development platform for our teammates. To further engage employees and help promote continued professional development, we issue monthly challenges, resulting in three-fourths of our colleagues using this resource. The most popular areas of focus

were communication foundations, skills for inclusive conversations, Microsoft Excel, and digital body language.

Across Subaru in 2022, we participated in almost 3,000 hours of courses from industry experts across a range of topics.

Benefits and Well-being

There's No Place Like Home: Where the Love Promise Begins

When we welcome a new colleague into the Subaru family, we make them a Love Promise — we listen with care first, and then we support the unique needs of both them and their family members at every step of their Subaru journey. Through The Voice of Our Stars — our confidential all-employee engagement survey — we keep the lines of communication with our team members open to ensure they experience love and respect in every interaction. While we are always striving to be better for each other, our customers, and our communities, we are proud of

the family we have created and how we support each other. Here are some highlights demonstrating how we live the Love Promise at home every day.

The Voice of Our Stars

If you ask our colleagues why they work at Subaru, the answer is nearly universal: the people. Our Subaru family believes deeply in our mission of being more than a car company and living the Love Promise in every interaction. Each year, we ask our Subaru family to confidentially share their feelings with us on a number of topics that are central to our culture, and we are proud of our Starfull results! Perhaps most importantly, in 2022, our Subaru colleagues ranked us an 8.8 out of 10 on whether they feel they can count on their peers to help them, an 8.7 out of 10 on whether they feel respected by their colleagues, and an 8.7 out of 10 on whether they feel like their manager cares about them. These scores, which outrank the benchmark data, tell us we are on the right track to fulfilling our Love Promise at home and fostering the family environment we are striving for.

A Forever Home: Our Total Rewards Package

Our total rewards package is designed not only to attract the best and most diverse talent; it is also

designed to entice those individuals to make Subaru their forever home. We do this by designing programs and plans that support the whole person — the employee and their family. We are proud of our total package, which includes a competitive base salary, an annual bonus that leads the market, and a suite of benefit programs that knock it out of the park.

Pay Transparency and Equity

We believe the best way to approach pay is with honesty, transparency, and fairness. We have nothing to hide because we know our total compensation (including base pay and bonus) is leading in the market, and we know the methodology behind it has been designed with fairness and equity in mind. We also believe in empowering our employees with knowledge, so they can hold us to the promises we have made.

To share how some of this comes to life, each position at Subaru is categorized into a grade level, and we publish the salary ranges by grade level (associate, professional, manager) for all employees to see. We also communicate the methodology we use to determine the salary ranges, which relies on market data derived from several salary surveys, both general industry and automotive. To eliminate the influence of any potential unconscious bias when it comes

to determining an individual's pay within the salary range, we use defined guidelines for determining pay and pay increases that are based on objective criteria. Our HR team partners with leaders across the organization in a formal calibration process to ensure all compensation decisions are consistent and fair across the company.

While we are confident in the process we have designed, we know we have to be diligent to ensure we are maintaining internal equity across the company with each new hire and each internal move. For that reason, in 2021, we hired a third-party compensation expert to conduct a company-wide equal pay analysis of all positions and all employees in the company to assess whether any pay disparities existed based on race, ethnicity, or sex. We were pleased with the report that no pay disparities based on race, ethnicity, or sex were discovered. And we learned from the process too. By way of example, we learned that employees who started out briefly as temp workers came in at a lower salary that was set with the temp agency, and therefore our guidelines should be revised to offer that population a greater increase upon hire as a full-time permanent employee. This is an example of how we always strive to get

better, and we did. We will continue to assess our pay practices on an annual basis to ensure pay equity for all.

Medical:

All employers offer medical coverage, but what makes Subaru different? First, it is the richness of the coverage and the low cost for employees. Under our Core PPO Plan, Subaru covers:

- 85% of the Premium Cost for employees with family coverage
- 22% Points higher than the wholesale/retail industry benchmark.

Second, it is the way we modify our plans to respond directly to the unique needs of our employee population. For example, based on aggregate plan usage, we could see that our plan members — along with the rest of the country — were struggling with poor sleep and nutrition. As a result, we launched access to the Calm app to help with sleep, and we engaged a nutritionist to meet with our employees either virtually or in person at the cadence of one covered session per month to help with nutrition. These are just two examples of the many ways

that we try to meet our employees and their family members where they are and provide them with the best resources to maximize their health and wellness.

Dental and Vision:

Our dental plan annual maximum benefit is more than double the average offering in the United States, and the plan covers services that many other plans do not, including robust coverage for braces, which we know can break the bank for many families.

Under our vision plan, our lens co-pay is more than 50% less AND our frame allowance is more than \$100 better than the average for many of our industry counterparts. Also, when we noticed that diabetes rates and complications were increasing across the country, we ensured we had a diabetes rider on our vision plan to safeguard our employees and their family members.

ERG-Focused Plans:

We know that there is no one-size-fits-all approach to health and wellness, and we also know that different populations face very different health challenges. That is why our health and wellness team has partnered closely with Subaru's Employee Resource Groups to ensure that employees of all backgrounds — and their families — have equal access to the unique resources

they need to maximize their health and well-being. To illustrate how this has come to life, our health and wellness team partnered with Subaru's Out & Ally ERG to establish a benefits resource setting forth inclusive services and care for LGBTQ+ employees. This resource highlights benefits such as adoption assistance, domestic partner benefits, coverage for services related to gender reassignment / gender affirming surgery, fertility services, and more.

Wellness Programs:

We offer our employees and their families, household members, and even friends access to a robust wellness program designed to help them in getting the most out of life every day. Our employees and their household members can access mental health support in the form of free counseling and cognitive behavioral health programs through our EAP, Talkspace, and Horizon AbleTo.

In addition, our employees and up to five of their family members or friends have access to a free premium Calm app subscription. Calm's diverse content library offers resources such as guided meditations and specialized music playlists to help with stress and focus, mindful movement video and

audio, relaxing Sleep Stories, tailored content for children, wisdom-filled masterclasses led by experts, and much more.

To promote physical health, employees are also provided with gym membership discounts as well as free access to a health, wellbeing and navigation platform offered through Virgin Pulse. The Virgin Pulse platform assists employees in establishing healthy habits, meeting step goals, and reaching all their personalized health and wellness goals. The app provides resources to help employees struggling from anxiety, asthma, Covid-19, depression, diabetes, insomnia, pregnancy, and more.

Tuition Reimbursement and More:

We care about learning, both in our communities and here at home. That is why we have developed both robust in-house learning programs for our employees as well as resources to pursue outside learning opportunities. These resources include a free LinkedIn Learning subscription along with a competitive tuition reimbursement benefit (\$15,000 per year for full-time employees).

Financial and Legal Resources:

Through trusted partners, we also offer our employees several financial wellness benefits

and resources. These include access to a financial wellness app, access to free one-on-one consultations with financial and legal experts, mortgage assistance programs, discounted insurance programs (including pet insurance!), and much more.

Love What's Next Program

Our Love Promise extends for life and while we would love for our Subaru family to stay forever, we also want them to enjoy what's next. We offer employees a highly competitive 401k matching program, an employer-optional contribution program, and a guaranteed defined contribution pension program to ensure that our employees and their families have the financial resources they need to enjoy their next steps.

Additionally, we established our Love What's Next program, through which we strive to care for our colleagues who are retiring with the same care, dignity, and respect they received when they were working with us. This program encourages colleagues to think positively about retirement and feel supported in their decisions by offering guided thinking and conversations between retirees and loved ones to gauge expectations and assumptions about post-retirement life, one-on-one conversations with financial consultants to discuss financial planning

and decision-making, and a thorough preparedness analysis conducted by a dedicated retirement transition firm.

Governance and Compliance



Subaru of America, Inc. believes all colleagues deserve a place where high standards of ethics and integrity are prioritized in our work culture. This core commitment helps make us More Than a Car Company and drives our mission to inspire others through our actions. We ensure all colleagues can submit anonymous comments, questions, and concerns to help set a better course for our future.

Data Security and Privacy

Subaru launched its Data Trust and Enablement initiative this past year. This initiative fosters the Subaru culture by protecting the integrity of our customer, company, and colleague data. Our goal is for customers to trust that Subaru has their personal information secure and uses it in responsible ways. Our cross-functional team led by Legal and IT ensures the management of data and has put forth practices and procedures regarding the handling of data throughout the business. As part of this commitment, we've pledged to meet or exceed the Customer Privacy Protection Principles for Vehicle Technologies and Services established by the automotive industry in 2014 to protect personal information being collected through in-car technologies. These standards are regularly reviewed to ensure effectiveness.

Not only does Subaru exceed industry standards, but we also prioritize updating our own data privacy and security policies. This involves testing our own systems, implementing new training programs, working to eliminate new vulnerabilities, and looking for opportunities to grow our data governance and security. This includes further informing our customers of our existing practices through a variety of customer resources, including owner information kits and vehicle window stickers.

In addition, the consumer privacy rights provided to California residents by the California Consumer Privacy Act as amended by the California Privacy Rights Act (the "CCPA"), have been extended to all consumers in the United States. In 2020, the CCPA provided California residents with certain privacy rights in their personal information. This year, Subaru decided that these privacy rights should no longer depend on where you live. But all Subaru customers and prospective customer should have those same rights in their personal information.

Accessibility

Subaru believes in making sure digital users have access to all our robust content. This includes having all employees participate in a mandatory employee

training program focused on digital accessibility and offering a customer support process to address accessibility concerns on our [Accessibility](#) webpage. We also updated our logos to be ADA compliant and are actively working with our third-party partners to ensure our digital accessibility policies remain effective.

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 mitigate risk. Some of the cross-functional teams and approaches that have been created and utilized are:

ADA Working Group

- The ADA Working Group mission is to support the Subaru Love Promise by providing equal opportunities to interact with our digital platforms. This group focuses on incorporating accessibility practices in both design and development by ensuring legal ADA regulation compliance, governing policies and standards at Subaru and our partners, and communicating compliance metrics to senior leadership and legal teams. The

group fosters an accessibility culture at Subaru and communicates the importance and value of accessibility across the company.

Subaru Opportunity Annual Review

- Subaru has implemented an enterprise risk management process, Subaru Opportunity Annual Review (SOAR). SOAR's purpose is to ensure that SOA's strategic opportunities and risks are being identified, prioritized, evaluated, and managed appropriately and effectively. In addition to addressing emergency situations when they arise, minimizing damages, and purchasing the proper insurance coverages and limits for SOA's insurable exposures, SOAR proactively addresses the various opportunities and risks that have an impact on SOA's strategic goals. This is done through interviewing stakeholders to identify risks and opportunities, ranking those risks and opportunities on frequency, severity, and ongoing efforts, and reporting to the organization's leadership. SOA uses SOAR to collaborate and make more informed decisions to improve our strategic, financial, and operational performance.

Corporate Responsibility Working Group

- This working group provides a forum to share opportunities and accomplishments related to all the subject areas that are a part of our work to be More Than a Car Company. The group offers colleagues a platform to highlight opportunities and accomplishments in the Corporate Responsibility space, some of which are documented throughout this report, as well as elevate areas of opportunity.

Contract and Vendor Management Process

- In 2022, we continued to develop processes 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.

Customs Trade Partnership Against Terrorism

Subaru works to ensure that all internationally manufactured parts and vehicles are properly

declared upon entry into the United States. Subaru is a member of the U.S. Customs and Border Protection's Customs Trade Partnership Against Terrorism program to help establish a safe and secure national supply chain.

Subaru has been listed as a Trusted Trader with U.S. Customs and was designated at the highest-rated tier-three level. This designation acknowledges a 95% or better monthly and annual import volume accuracy rate. Our role as a Trusted Trader helps secure our own supply chain to benefit our retailers and customers.

Compliance Hotline

Subaru always welcomes feedback from colleagues to ensure that we are maintaining an ethical working environment. The company expectation is that all employees will report known or suspected ethical concerns either to their manager or management, the Human Resources department, or the Legal department. In addition, Subaru has also made available to all employees a third-party compliance reporting system that provides employees another avenue to report their concerns. Colleagues can submit complaints by email, phone, or through a website portal. The compliance reporting system

provides employees with an option to report concerns anonymously, ensuring that everyone's voice can be heard in whatever manner they feel most comfortable. Our colleagues who participate in the Compliance Hotline program help us be a better Subaru and allow us to continue on our journey to be More Than a Car Company.

See the [Safety & Quality](#) section for more on our products.

Our Customers

Subaru is proud to provide safe, award-winning vehicles and exceptional customer service. Our Love Promise Customer Commitment lays the foundation for the level of safety in our vehicles and overall customer experience.

Safety & Quality

Recognition for What We Do

Customer Commitment



Safety & Quality



We believe in providing the highest-quality products and services for our customers. This high standard is central to our Love Promise Customer Commitment and prioritizes quality, safety, and customer satisfaction. Below we outline our ongoing efforts to improve our products and customer experience. See the [Recognition for What We Do](#) section for how other organizations view our efforts.

Subaru STARLINK®¹

Subaru STARLINK helps us ensure that our vehicles are meeting a high standard of customer satisfaction. That is why we offer SOS Emergency Services, Roadside Assistance Enhancements, and Diagnostic Alerts in our vehicles. We provide a complimentary subscription with these features for three years from initial activation. In 2022, we helped 222,372 customers receive emergency services and support through STARLINK. We also provide customers with convenient maintenance reminders on vehicle touchscreens when drivers are safely stopped.

STARLINK further offers digital services to help our customers stay connected on the road. This includes

access to downloading and streaming content, audio and visual data, and high-speed wireless services through in-vehicle Wi-Fi hotspots and other connections. Our multimedia services include voice recognition and large touchscreen interfaces to help our customers access their digital content safely while behind the wheel.

Driver Focus®

Our distraction mitigation system, known as Driver Focus, highlights our philosophy of addressing primary safety, active safety, preventive safety, and passive safety features. These types of safety features include a suite of safety measures that both the driver and the car can automatically enact. Through this initiative, we help minimize distracted driving with “eyes-off-road-alert” and “eyes-closed/drowsiness alert” features in select Subaru vehicles.

Pre-Collision Braking

Subaru is proud to be one of the early adopters of an automatic emergency braking system. Of our vehicles produced between September 1, 2021,

and August 31, 2022², 100% were equipped with automatic emergency braking. This demonstrates that we are ahead of the curve on imposing a 95% or higher installation rate by production year beginning September 1, 2022. This initiative was agreed upon by the National Highway Traffic Safety Administration, the Insurance Institute for Highway Safety, and 20 automakers.

Rear Seat Reminder

Our Rear Seat Reminder feature helps children or pets from being left behind in our vehicles. Approximately 98% of our vehicles produced between September 1, 2021, and August 31, 2022³, are equipped with this feature, far ahead of the auto

1. Not currently available to residents of Massachusetts.

2. According to the IIHS. 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 production year that begins September 1, 2024.

3. These vehicles: MY2021–22 Ascent and Forester (standard on all model trims), MY2022 WRX (standard on all model trims), MY 2022–23 Legacy and Outback vehicles (standard on all model trims), Crosstrek (standard on continuously variable transmission equipped model trims), and MY2022–23 Impreza vehicles (available option on base trims; standard on all other trims).

industry's 2019 voluntary agreement that specifies a 95% or higher installation rate of these reminders by production year beginning September 1, 2024.

Parts and Accessory Quality

Genuine Subaru Parts and Accessories are designed and manufactured with the same strict quality and safety standards as our vehicles.

Subaru Genuine Parts provide customers with peace of mind when their vehicles need repairs. They are manufactured to deliver the same safety, quality, and reliability that customers expect when they purchase a Subaru. Unfortunately, counterfeit products pose a significant safety risk to our customers. To protect the safety of customers, Subaru aggressively combats counterfeit threats through surveillance, collaboration with law enforcement, and participation in the Automotive Anti-Counterfeiting Council. Subaru focuses its anti-counterfeiting efforts on products that can cause the most harm to consumers. This past year, Subaru identified and took down over 10,700 e-commerce listings of non-Genuine Subaru parts that could negatively impact consumer safety.

Our customers demand the safest and highest quality products, which is why we carefully incorporate their feedback into the engineering decisions of each accessory in our vehicles.

To reach this high standard, we work with our suppliers to evolve toward the IATF 16949 quality management system and ISO 14001 environmental standards by performing quality audits, process reviews, risk analyses, and detailed monthly warranty reviews. New accessories suppliers are also required to be ISO-9001-certified to do any business with Subaru.

2022 Product Upgrades

Subaru Ascent

The 2023 Subaru Ascent was upgraded with industry-leading safety features. This included upgraded EyeSight® Driver Assist Technology, which uses multiple advanced active safety systems to act as an extra set of eyes on the road and, if need be, an extra foot on the brake. Available Automatic Emergency Steering, an all-new feature for the 2023 Ascent, helps avoid collisions by providing

automatic steering and pre-collision braking support if it determines there's enough space to intervene. Our DriverFocus Distraction Mitigation System is also now available for the first time in our Subaru Ascent. This features a Wide-Angle Mono Camera that gives drivers a 360-degree overhead view of the vehicle, which helps with parking and avoiding obstacles.

Subaru Outback

The new 2023 Subaru Outback features upgraded standard EyeSight Driver Assist Technology and Automatic Emergency Steering. The Outback also includes an Automatic Pre-Collision Braking system that alerts drivers and applies full braking force to help avoid or reduce the severity of frontal impacts under certain conditions. We also added Advanced Adaptive Cruise Control, which allows drivers to choose a safe distance between themselves and the car in front of them, to reduce the stress of everyday driving.

Subaru Legacy

The 2023 Subaru Legacy features state-of-the-art systems to help reduce distracted driving for both new and experienced drivers. The Legacy was upgraded with standard EyeSight Driver Assist Technology, which includes multiple advanced active safety systems to protect drivers on the road. We've also added Automatic Emergency Steering that can help drivers avoid a collision through automatic steering and pre-collision braking support.

Vehicles

Carbon-Free Society

We believe in supporting the global movement toward achieving the 1.5°C global warming limit target set in the 2015 Paris Agreement. That's why Subaru Corporation (SBR) has set clear and attainable long-term decarbonization goals to help turn this goal

into reality. SBR has also committed to a long-term goal of reducing CO₂ emissions from new passenger vehicles. Our plan is to have at least 40% of Subaru global sales come from battery electric vehicles (BEVs) and hybrid electric vehicles (HEVs) by 2030. In addition, we're aiming to apply electric powertrain technology to all Subaru vehicles sold worldwide by the early 2030s, while also reducing well-to-wheel¹ CO₂ emissions by 90% or more compared to 2010 levels.

For more information on these decarbonization goals, please visit [SBR's Path to Future Growth](#) and [Environmentally Friendly Automobiles](#) pages.

Electric Vehicles

Derived from the Latin words "sun" and "Earth," our first fully electric vehicle, the Solterra, is equipped with zero-emissions technology while maintaining the high standard of safety and a go-anywhere capability that Subaru is known for. The balanced design of Solterra's Symmetrical All-Wheel Drive creates uniform stability and delivers an optimal distribution of power for maximum traction.

Find out more about the Solterra [here](#).

Plug-In Hybrid Electric Vehicles

Subaru is committed to helping lower global emissions and is working to increase the production of our EV fleet. To fulfill our promise, we sold 2,215 plug-in hybrid EVs in the U.S. market in 2022, which have driven 88,160,243 miles in their lifetimes. **Hybrid vehicles helped Subaru owners save 3,417 tons of CO₂ in 2022. According to the Environmental Protection Agency (EPA), this is equivalent to:**

- 1,120,029 gallons of gas consumed
- 1,937 homes worth of electricity used for a year

Emissions and MPG

We believe in building vehicles that protect not only the environment, but our customers too. According to the EPA, our fuel economy has improved by 0.7 miles per gallon and decreased by 8 grams of CO₂ emissions per mile since 2009. **This makes Subaru one of the most fuel-efficient car brands in the United States.** The EPA has also shown that Subaru

1. Well-to-Wheel: Approach to calculating CO₂ emissions, including emissions produced by the generation of electricity to be used by EVs and other vehicles.

is one of the only automotive manufacturers to comply with national greenhouse gas (GHG) emissions standards strictly on vehicle performance.

Life Cycle Assessment

We're committed to measuring the durability of our products and fully understanding their environmental impact. Our Life Cycle Assessment (LCA) helps us analyze our products and how they are manufactured, transported, used, and discarded. This is done through Subaru Corporation's (SBR) LCA process to see which life cycle stages account for the largest amount of CO₂ emissions and the necessary steps to reducing the product's carbon footprint in the future.

Read more about this in our [Environmentally Friendly Automobiles](#) webpage.

We are also focused on properly recycling end-of-life Subaru accessories. In 2022, we partnered with Spiers New Technologies (SNT), a Cox Automotive Company, to ensure that all end-of-life Subaru high voltage batteries are correctly recycled. SNT's propriety process ensures that no hazardous waste

is generated during the recycling process and helps recover and reuse more than 92% of materials in new battery manufacturing.

Low-Emissions Transport

We are committed to reducing our emissions when possible as we ship Subaru vehicles to our distribution centers. This includes heavily utilizing rail transport, which helped us reduce our transport-related emissions by approximately 60-80%. We have also made strides to reduce emissions produced by our transportation carrier for vehicles being shipped by sea to Alaskan retailers. We are now powering these carriers with liquified natural gas (LNG) rather than ultra-low-sulfur diesel or heavy fuel oil. Our sustainable transport initiatives had the following emissions reduction:

- 25% in CO₂
- 95% in nitrogen oxides
- 99% in sulfur oxides
- 99% in particulate matter

Drivetrain Remanufacturing

Subaru is proud to remanufacture some vehicle parts, which benefits both the environment and our customers. We extend the life cycle of materials in our supply chain through a remanufacturing process of new and recycled parts, including replacing every seal and gasket, which fit and perform the same as new Genuine Subaru Parts that are installed at the factory. This helps lower costs for our customers and reduces our environmental impact.

2022 Impacts from Remanufacturing: 1,548+ Tons

of Subaru Products Remanufactured

2.8 Million Pounds of Extended Life Cycle

We saved **50,000 tons**
of Carbon Dioxide (CO₂)

Subaru Mobility Assist

At Subaru, we're committed to helping those in our communities who need it most, including those with physical disabilities. To keep our promise and support those who need support, we're providing reimbursements of up to \$1,000 to help qualifying owners install necessary vehicle modifications due to medically recognized physical disabilities. Some examples of these modifications include hand controls or steering devices. In 2022, we processed 265 requests and spent almost \$250,000 under the Subaru Mobility Assist program.

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

TechShare™

TechShare™ is the Subaru vision for a fully integrated service solution to address the needs of technicians to efficiently maintain and repair Subaru vehicles and enhance the standard of Quality Monitoring Reports (QMRs). Technicians can use TechShare to create and submit QMRs via a mobile app, helping us more efficiently monitor product quality and respond

to customer concerns. The app offers features including automatic vehicle identification number (VIN) identification, photo and video editing, speech-to-text notetaking, and more. TechShare provides a valuable means for our technicians to communicate customer concerns and improve our overall quality monitoring more quickly.

Advanced Quality Assurance

At Subaru, quality is a focal point of our brand. Advanced Quality Assurance is responsible for the Operational Quality Assurance of the Subaru vehicle processing centers. Our central focus is on delivering high-quality vehicles to our end customers and retailers through our rigorous Pre-Delivery Inspection (PDI) and accessory quality assurance programs. These programs ensure that the highest product quality standards are maintained throughout the vehicle processing and accessory installation of the units until the product is delivered to the end customers.

Recognition for What We Do



Subaru delivers on our Love Promise by manufacturing quality vehicles that are reliable and safe.

IIHS 2022 TOP SAFETY PICK+

The 2023 Ascent, Outback, and Solterra received the highest possible safety rating from the Insurance Institute for Highway Safety.¹

IIHS Superior Front Crash Prevention

Subaru 2023 Ascent, 2023 BRZ, 2023 Crosstrek and 2023 Crosstrek Hybrid, 2023 Forester, 2023 Impreza, 2023 Legacy, 2023 Outback, and 2023 Solterra.

IntelliChoice

Subaru earned recognition by IntelliChoice for Lowest Ownership Cost in the popular brand category.

Subaru All Crosstrek is an IntelliChoice SmartChoice winner for Excellent Value, Highest Retained Value, and Lowest Ownership Cost.²

U.S News & World Report

The Subaru Forester and Ascent were named the 2022 Best New SUV for Teens in their respective segments.³

Experian

Experian Automotive Data ranks Subaru as the industry leader for vehicle longevity, with 96% of Subaru vehicles sold in the last 10 years still on the road today.⁴

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1. Subaru earned these claims in calendar year 2022; awards may have expired.
 2. 2022 IntelliChoice 5-Year Cost of Ownership Study© 2022 MOTOR TREND GROUP, LLC.
 3. For SUVs \$30K–45K. Read more in the Subaru media center.
 4. Based on Experian Automotive vehicles in operation vs. total new registrations.

Customer Commitment



Our Six Stars to Guide Us plays an important role in shaping our interactions and enhancing our relationships with our customers during the buying process and beyond. Our teams work to ensure 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) equips our retailers' customer-facing teams with knowledge and skills to bring the Subaru of America, Inc., H.E.A.R.T. (Honesty, Empathy, Appreciation, Respect, and Trust) philosophy to our customers. **Through our 15 Customer Experience Managers, Subaru LPU has been brought, in person, to**

- Over 300 Stores since 2020, and
- 8,000 Customer-Facing Team Members received training on this initiative in 2022.

In addition to the in-person training, our quarterly HEART BEAT Live broadcasts are an initiative

that trains our retailers in curating an outstanding customer experience. We also publish monthly newsletters and host semimonthly Love Promise Champion calls to integrate our LPU commitment into our work.

In 2022, we introduced our Love Promise Champion Portal (training portal) where our 380 Love Promise Champions can connect, share, and learn from one another. All employees can access this portal for resources, including five-minute MicroLearning courses and rebroadcasts of HEART BEAT Live and LPU calls.

Digital Service Technology

This year, Subaru continued its work to improve the customer experience at Subaru retailers by focusing on respecting time and convenience in the servicing process. In 2022, approximately 93% of Subaru retailers utilized a Subaru approved digital service technology partner. This reduced the number of days it took to schedule an appointment for vehicle services by 23% compared to the peak of 2021. Additionally, our Subaru Lane check-in tool and

electronic Multi Point Inspection tool allowed for ease in scheduling, more simple and clear interactions at the service lane, and increased customer's trust in the servicing process. These advancements help us maintain our commitment to our customers.

Our Community

The Subaru Share the Love® Event

Subaru Loves the Earth®

Subaru Loves to Care®

Subaru Loves to Help®

Subaru Loves Learning®

Subaru Loves Pets®

Camden: Our Hometown Commitment



The Subaru Love Promise is our vision to show love and respect to all people in the communities where we live, work, and play. Together, our retailers and customers have identified these five pillars as focus areas: Subaru Loves the Earth, Subaru Loves to Care, Subaru Loves to Help, Subaru Loves Learning, and Subaru Loves Pets. Follow each page below to learn about our journey to be More Than a Car Company.

Love Promise Volunteering Impact

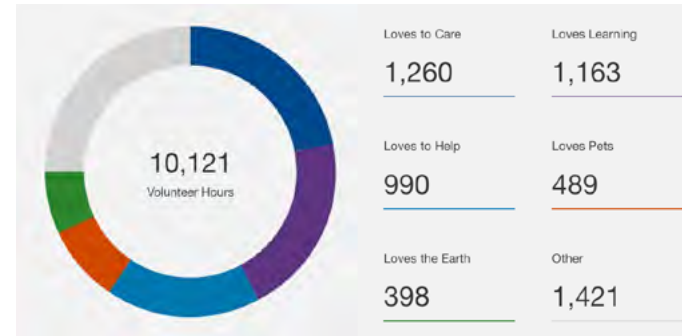
One way we live out our Love Promise is by volunteering in our community. This year:

- 10,000+ hours were spent supporting those in need by Subaru employees
- 70%+ Employees volunteered with organizations that align with one of our five Love Promise pillars,

which is the highest among automotive companies.* This level of community engagement makes Subaru More Than a Car Company.

*Subaru ranks highest among automotive companies and 3rd overall among the over 700 companies in the Benevity ecosystem.

Subaru employees spent thousands of hours volunteering with organizations aligned to our Love Promise Pillars in 2022:



The Subaru Share the Love® Event

Our annual Subaru Share the Love Event highlights our Love Promise commitment. We donate \$250 for each new Subaru vehicle purchased or leased at participating retailers. [Learn about our 2022 Subaru Share the Love Event](#), our national charities, and the more than 800 hometown charities that benefited.

Camden: Our Hometown

Camden, New Jersey, is our hometown. Subaru has partnered with the city of Camden for more than three

decades, impacting the community through employee engagement, skills-based volunteering, and Subaru of America Foundation, Inc. grants.

Subaru Loves the Earth®

Loving the environment means more than loving the great outdoors. It means working to preserve it.

Subaru Loves to Care®

We should all have a chance to lead a healthy lifestyle. We're aiming to give as many people that chance as we can.

Subaru Loves to Help®

In a perfect world, hunger would be history and hope would be commonplace. We believe a perfect world is possible.

Subaru Loves Learning®

It's our goal to make the pursuit of knowledge available to as many minds as possible. Red more

Subaru Loves Pets®

Whether they live in our homes or in the wild, Subaru is committed to keeping all animals safe and healthy.

Camden: Our Hometown Commitment

We are proud to call Camden, New Jersey, our hometown. Subaru has partnered with the City of Camden for over 30 years, allowing us to give back to our local communities and build upon our existing relationships through employee engagement, skills-based volunteering, and Subaru of America Foundation, Inc., grants.

The Subaru Share the Love[®] Event



15 Years of Impact

We celebrated the 15th year of the annual Share the Love event, which highlights our commitment to be More Than a Car Company. We donated \$250 for each new Subaru vehicle purchased or leased at participating retailers. New Subaru owners can choose which charity their donations will go to. They have the option of choosing between one of four national charities and the 800 local charities in our retailers' hometowns. Over the past 15 years we've been able to donate more than \$256 million to national and hometown charities.

Our 2022 Share the Love kick-off volunteer event also brought together over 350 Subaru volunteers to support a variety of projects for non-profits. These activities supported families, children, and senior citizens facing health and food insecurity, along with several environmental non-profits supporting increasing access to nature. See the [Our People](#) section of the report for further information on Subaru volunteering.

More information on our non-profit impact is below:

ASPCA®

Subaru is the largest corporate donor to the American Society for the Prevention of Cruelty to Animals® and has supported more than 116,000 animals nationwide.

Subaru is a close ally of the ASPCA, which provides lifesaving protection and care to animals in need. The ASPCA has been a leading voice for animals for the last 150 years, including rescuing animals from abuse and neglect, introducing and reinforcing more humane legislation, and supporting animal shelters across the country. The Subaru Share the Love event, in partnership with the ASPCA, has helped support more than 116,000 animals in all corners of the U.S.

Make-A-Wish®

Subaru is the largest automotive donor to Make-A-Wish and helped grant more than 3,300 children's life-changing wishes.

Subaru believes in the power of transforming the lives of everyone, especially children. That's why we have partnered with Make-A-Wish to help kids and their families believe in better days ahead. With support from the Subaru Share the Love Event, Make-A-Wish has granted more than 3,300 life changing wishes to children facing critical illnesses.

Meals On Wheels America®

Subaru is the largest automotive donor to Meals on Wheels America and has donated and delivered more than 4.3 million meals to America's seniors.

Subaru believes in supporting our seniors and has partnered with Meals on Wheels America to help fight hunger and isolation among seniors across the country. With support from the Subaru Share the Love Event, Meals on Wheels has helped deliver more than 4.3 million meals and friendly visits to American seniors. Additionally, Subaru conducted a Share the Love event in 2022 at the Los Angeles Auto Show that benefited six Meals on Wheels programs in the Los Angeles area.

- 600+ Meals were packaged on-site, at the Lost Angeles Auto Show.
- 900 Meals additionally were packaged by local Meals on Wheels staff and volunteers.

National Park Foundation™

Subaru is the largest corporate donor to the National Park Foundation and has helped protect more than 400 national parks. By sharing our zero-landfill expertise, we've also helped national parks recycle and compost nearly 17 million pounds of waste through the Don't Feed the Landfills initiative.

Through the Subaru Share the Love Event, the National Park Foundation, in partnership with the National Park Service, is able to increase engagement across our National Park System and provide critical funding to programs and projects that help protect America's more than 400 national parks.

To help protect the parks for future generations of visitors, we've also supported the Don't Feed the Landfills initiative to help better educate visitors about the amount of waste in our national parks and what they can do to help.

Over 22.4 million pounds of waste that would have otherwise been landfilled has been recycled or composted at Denali, Grand Teton, and Yosemite National Parks since 2015. That's equivalent to 607 fully loaded, large dump trucks.

Through the National Park Foundation's Outdoor Exploration initiative and ParkVentures grants, Subaru is also helping more people create life-long relationships with the outdoors, especially among communities that have been historically excluded from parks. In 2022, with support from Subaru of America, the National Park Foundation's Park Ventures program supported 55+ organizations' efforts to connect more people to meaningful experiences in national parks across the country.

To learn more about our sustainability work in our national parks, see [Subaru Loves the Earth®](#).

Subaru Loves the Earth®



Subaru believes in protecting and preserving nature so that everyone can live in safe and healthy communities. We're committed to reducing waste, protecting natural resources, and preserving our natural spaces through our partnerships and initiatives.

We advanced our goal to electrify 100% of our vehicles by the first half of the 2030s. We received a Certificate of Reforestation from PrintReleaf™ for offsetting 3,330,119 standard pages of paper consumption by reforesting over 400 trees. We also helped plant one million trees through the Forester Reforestation program with the National Forest Foundation in response to wildfires.

Community Initiatives

National Park Partnership

Subaru generously supports the work of the National Park Foundation to preserve and protect our national parks for future generations. With our vehicles' popularity among adventure enthusiasts, we have a responsibility to protect the natural wonder of the natural, cultural, and historical treasures within our national parks. Subaru zero-landfill expertise is helping sustain the national parks for years to come including supporting comprehensive waste reduction efforts at Yosemite, Grand Teton, Denali, Big Bend, and Grand Canyon National Parks.

Our commitment to supporting America's national parks includes support for the National Park Foundation's Outdoor Exploration, Parks of the Future, and Resilience and Sustainability initiatives. For more information on our partnerships, please see the [National Parks Zero Landfill Initiative](#) website.

22.4+ Million Pounds of Waste Diverted

from landfills for recycling and composting at Denali, Grand Teton, and Yosemite National Parks since 2015.

That's equivalent to

**607 fully loaded,
large dump trucks diverted.**

National Forest Foundation

In response to the devastating wildfires that struck our North-Pacific National Forests, Subaru and its retailers partnered with the National Forest Foundation to replant a combined one million trees in California, Idaho, Oregon, and Washington.

Subaru Park Zero Landfill

Subaru Park, home of the Philadelphia Union, is Major League Soccer's first zero landfill stadium. Yearly, Subaru Park diverts 357,480 pounds of waste from landfills and recycles half of the waste generated by fans. **To extend our commitment to love the Earth, we created the Subaru Park Garden for Good.**

- 70 Subaru colleagues volunteered in 2022
- to plant, till, and grow 1,993 pounds of produce for local food banks
- Their efforts provided 7,972 servings of fruits and vegetables to families in need in Chester, Pennsylvania

Eco-Friendly Retailers

The Subaru Eco-Friendly program was launched 12 years ago and has now certified more than one-third of our retailers. The Eco-Friendly Certification recognizes retailers for meeting specific requirements for energy efficiency, water conservation, recycling, waste management, and efforts in environmental

community involvement. These efforts include use of light-emitting diode (LED) bulbs and solar panels, rainwater harvest, and water recycling.

Subaru retailers collected used cabin air filters and plastic film from service areas for recycling. These projects move Subaru further along in aligning with its strategic low-carbon goals. Eco-Friendly Subaru retailers live out the Love Promise by getting involved in their community through tree planting, river cleanups, trail building, trail cleanups, and sponsorship of green education programs. We are excited to continue evolving this program and allowing our retailers to continue demonstrating their efforts to be More Than a Car Dealer.

TerraCycle®

Our partnership with TerraCycle has allowed us to divert over eight million pieces of hard-to-recycle trash from landfills. TerraCycle aims to recycle the unrecyclable by transforming trash into useful and durable goods. As TerraCycle's largest automotive partner, this partnership is an innovative approach to responsible corporate waste reduction.

We also utilized TerraCycle for our April 2022 New Jersey Pine Barrens Cleanup. This was a two-day

service adventure where Subaru Ambassadors worked to restore the New Jersey forests and recycle 812 pounds of waste.

Sustainable Subaru Gear

In partnership with Staples Corporate, we offer eco-friendly Subaru-branded clothing and products for people and pets. This line of merchandise has been hand selected to include brands that embrace the Subaru Love Promise and practice zero-waste operations.

In 2022, Staples Promotional products partnered with EcoVadis, a sustainability rating agency, and achieved Silver status. They are the first and only in their industry to pursue this to do their part to help the planet, be a leader in sustainability in their industry, and better serve like-minded, valuable clients such as Subaru.

Subaru Gear has nearly doubled the number of eco products offered. Within the past two years and the list keeps growing.

Subaru Gear is continuing to live out the promise it made in 2021 to reduce carbon emissions from production by 2030. Actions on this commitment for 2022 include:

- Manufacturing apparel polybags that use 100% Recycled Post-Industrial Waste. Used to manufacture apparel poly bags to save about 500 barrels of oil annually.
- 100% Recyclable Boxes made from recycled post-consumer waste that are used to ship orders.
- 9.5 Million+ Gallons of water saved
- 37,000 Kilos of CO₂ of CO₂ reduced
- 6,517 Pounds of plastic recycled with our sustainable tri-blend T-shirts from AllMade®.
- 98.8% Of All Waste Materials Recycled by our decoration and distribution operations. The remainder is incinerated for energy.

Pennsylvania Horticulture Society Partnership

To support our partner, the Pennsylvania Horticultural Society (PHS), Subaru participated in the Philadelphia Flower Show. In 2022, we marked our 22nd year of involvement in the program.

During the event, we offered show visitors the opportunity to join Tu Bloom, the botanical artist to

the Grammy Awards, to learn how to plant a pot of flowers they could take home with them. We had the Subaru Solterra available for guests to see and welcomed back a couple who got engaged at the 2021 event. The couple asked if they could be married at the event, and within an hour, we had cleaned up the plant potting area for a very moving afternoon wedding. There wasn't a dry eye in the house.

Additionally, in October 2022, Subaru partnered with PCH's Public Landscapes Team to landscape our National Service Training Center. The landscape design mimics the natural meadow theme of our headquarters grounds, rich with ornamental grasses and perennials that will bloom through multiple seasons while supporting wildlife with its biodiversity.

Forest Stewardship Council

We've committed to use Forest Stewardship Council certified paper when possible, with the goal of rolling this out on all forms of printing we do for our projects. This certification helps ensure the sustainable management of our forests, including ensuring that carbon stocks in forests remain stable (or improve) over time. We also plan to use EAGLECELL™, a recyclable, eco-friendly all-paper honeycomb board with 100% fully recyclable paper core and surface papers, for any larger-style printing jobs in the future.

Post-Consumer Recycled Materials

Our accessory team has developed a floor mat made from 100% post-consumer recycled materials, including marine litter. We first launched the floor mat in the 2021 Subaru Crosstrek Sport and now are launching the same mat in our 2024 Crosstrek and Impreza models. We are anticipating a 164,000 a year increase in the production of post-consumer recycled floor mats in Subaru vehicles.

The 2023 Subaru Solterra is our first-ever all-electric vehicle (EV). Designed with our most earth-conscious customers in mind, the all-electric SUV is equipped with symmetrical all-wheel drive, combining sustainability with versatility.

Subaru Loves to Care®



When people face illness, showing support can make a big difference. Critical illness can be devastating to children and families in our communities. Subaru and our retailers believe in showing compassion to those facing illness.

The Leukemia & Lymphoma Society® (LLS)

Since 2016, Subaru has partnered with The Leukemia & Lymphoma Society (LLS), the global leadership fighting blood cancers. LLS invests in groundbreaking research, pioneering many of today's most innovative approaches. When someone experiences the fear and uncertainty of a blood cancer diagnosis, LLS provides hope, compassion, education, and support. Subaru is proud to be the largest automotive donor to LLS. In 2022, 615 of our retailers delivered 49,200 blankets, 7,700 arts and crafts kits, and thousands of messages of hope to patients fighting blood cancer. These donations brought our cumulative impact to more than 230,000 blankets and 31,000 arts and crafts kits. At our headquarters, we also participated in LLS's Big Climb to raise critical funds to support blood cancer research and patient support.

Dining Out for Life®

Since 2007, Subaru has partnered with Dining Out for Life International, an annual fundraising event for community-based health organizations serving people living with or impacted by HIV.

- The 2022 events totaled \$1.7 million nationwide for local health service organizations
- Reaching 42 cities
- Expanding our 15-year impact beyond the \$53 million mark raised in charitable contributions.

In celebration of Pride Month 2022, Subaru and DOFL teamed up with 15 Minutes, Inc., to support its launch of the LGBTQ+ Code, a campaign that encourages members and allies of the community to volunteer with a locally based non-profit organization that serves the needs of people living with HIV and other chronic health conditions. The QR Code was distributed at Pride events in 40 cities across the country and welcomed 1,854 new volunteers as a result of this cause-related initiative.

Fearless 43 at Subaru Park

We believe in helping those most in need, especially children. According to St. Jude Children's Research Hospital®, 43 children are diagnosed with a form of cancer every day. To help raise awareness of the costs of childhood cancer, we partnered with the Philadelphia Union, a proud member of Major League Soccer's Kick Childhood Cancer initiative. The program continues the Union's Fearless 43 campaign, which aims to create special moments for children battling cancer and their families. In 2022, Subaru was proud to support 20 families with children battling cancer to have a premium experience at Subaru Park. This included field seats for games and a movie night where each child received a stuffed golden retriever and a blanket.

Subaru Loves to Help[®]



We believe in a world of love and hope. That's why we've committed to supporting organizations that are helping communities in need.

Fire Department Vehicle Donations

We are proud to be supporting our first responders and those who keep our communities and colleagues safe. In 2022, we provided \$3,000,000 in preproduction vehicles, which equated to 80 vehicles, to fire departments nationally for lifesaving extraction training.

See more in the [Camden: Our Hometown Commitment](#) section.

Blanket and Sock Donation

More than 500,000 Americans are experiencing homelessness right now. That's why we've teamed up with our retailers to partner with local homeless shelters to provide water-resistant blankets and warm socks to those in need. Subaru and its retailers have provided 100,000 warm blankets and 500,000 pairs of new socks to shelters across the country. This is just one of the many ways we can be More Than a Car Company and uplift those in need.

Subaru and its retailers have provided

- 100,000 Warm Blankets
- 500 Pairs of New Socks to shelters across the country

Feeding America

Subaru is proud to be a partner of Feeding America. Since 2020, we have donated a total of 150 million meals across 199 food banks nationwide. This partnership has led us to rescue 117,000 pounds of groceries from going to waste.

Subaru Share the Love® Garden

This year, we celebrated our annual Subaru Share the Love Garden. We collaborate with the Center for Environmental Transformation, a local Camden nonprofit, to select and acquire plants. The Garden has helped produce 7,600 pounds of produce for local families in need, including at the Cathedral Kitchen soup kitchen.

Subaru Ambassadors

Subaru Ambassadors are customers who devote their time to supporting their communities by involvement

in Love Promise volunteer activities. In 2022, Subaru of America, Inc., Ambassadors volunteered hundreds of thousands of hours of their time to serve their communities.

2022 Impacts

Sixth Annual Subaru Ambassador Day of Caring:

In celebration of this day, Ambassadors are challenged to do a good deed in their local community. One group of Subaru Ambassadors ran a fundraising event for Morningstar Mission Ministries that involved setting up a 115-mile driving scavenger hunt. The scavenger hunt involved finding and decoding a clue that led participants to their next ten destinations. The event was well attended and raised \$3,000 to care for

- 1,200 people in the Joliet and Will County, Illinois, areas.
- 117 Libraries Across the Country were chosen by Ambassadors who personally delivered award-winning STEM books from the American Association for the Advancement of Science, a Subaru partner, to celebrate Subaru Loves Learning.

- 25,000 personal care kits assembled and donated by Ambassadors to homeless and community shelters in honor of the Subaru Share the Love event.
- 400 Ambassadors built and donated their own back to school kits for a student, teacher, or classroom.
- 54 pets were adopted or fostered by Subaru Ambassadors in honor of Subaru Loves Pets.

Subaru helped sponsor the 2022 Turkey Swamp Wildlife Management Cleanup in the New Jersey Pine Barrens. Joined by Subaru Wilderness vehicles, Ambassadors from New Jersey, Pennsylvania, Delaware, and New York joined the MtnRoo Tristate Subaru Off-Road Enthusiasts group for a celebration of our Subaru Loves the Earth Promise. In total, the team cleaned up

- 9,745 pounds of trash
- 812 pounds of recycling.
- 8,402 Pounds of Waste Recycled during the **May 2022 New Jersey Pine Barrens Cleanup**, Subaru Ambassadors worked to restore the New Jersey forests.

- 32,078 lbs. of waste **cleaned by 615 Subaru Ambassadors and 15 Retailers** in their communities in partnership with Leave No Trace and the National Parks Conservation Association.

Gear for Good

The Gear for Good initiative provides soccer and other sporting equipment to Philadelphia communities that need it most. As of 2022, 700 items from Subaru and our retailers have been donated and distributed throughout the city, along with hundreds of hats and blankets at events, such as the City Team Chester Block Party. Philadelphia Union fans are encouraged to help donate the following acceptable items: soccer balls, cleats, goalie gloves, goals, shin guards, socks, and shorts. Visit Subaru Park to donate your new or gently used soccer equipment or visit one of our participating retailers linked below.

To learn more about Gear for Good, including participating retailers, check out the Philadelphia Union [website](#).

Subaru Loves Learning®



We're committed to supporting students from all communities through a variety of partnerships, donations, and volunteer efforts. Together with our retailers, we have helped over 300,000 students in need.

AdoptAClassroom.org

Our partnership with AdoptAClassroom.org allows us to help provide school supplies to students in need across the country. We are also proud to be the largest corporate sponsor of AdoptAClassroom.org. Subaru and its retailers supported 167,943 students in 2022.

In 2022, Subaru adopted all grade 6–8 classrooms in the Camden City School District, allocating \$500 for each teacher, via AdoptAClassroom.org, to purchase necessary classroom supplies. Teachers also received a handpicked adoption kit that included supplies and a special message.

We supplemented that donation with one of the largest volunteer events of the year. In August, we launched a single-day initiative to:

- Help set up classrooms in Camden for almost 70 teachers

- Sent 115 Subaru Team Members
- Into 11 public schools throughout the area.

For more information on our work with AdoptAClassroom.org, see our [Camden: Our Hometown Commitment](#) Activities section.

Subaru University

Subaru University (Subaru-U) supports a variety of secondary and post-secondary automotive technology education programs throughout the U.S. Subaru-U strives to better prepare our next generation of leaders for future careers at Subaru retailers and the automobile industry as a whole. The program is free, and Subaru-U invites schools from all communities to apply.

Subaru-U is currently serving more secondary schools than any other automaker. We partnered with 445 secondary and post-secondary schools in 2022, sponsored 130 interns, and trained 3,667 students in our program. Sixty-seven students will become full-time technicians at Subaru this year.

AAAS and Nurturing a Love for Science

Subaru believes in investing in science, technology, engineering, and mathematics (STEM). Our love of learning has led to our support of the American Association for the Advancement of Science (AAAS), a library providing online activities to students in grades K–8 on science-based topics, in English and Spanish.

We believe in celebrating science, writing, and illustration that inspires children and young adults and helps draw a curiosity toward STEM. Through our partnership with AAAS, we recognized the most outstanding pieces of literature through the AAAS/Subaru Prize for Excellence in Science Books. Prize winners included books covering life and death in nature, a guide to the science of your digestion, a celebration of fungi, and a look at what happened after the asteroid hit Earth.

Subaru Loves Pets®



Pets provide love and companionship to millions of people. And yet, each year, 6.3 million companion animals enter shelters. Subaru and our retailers believe all pets deserve to find loving homes. Since 2008, Subaru and our retailers are proud to have donated over \$51 million and positively impacted 420,000 animals across the country. We are the largest corporate donor to the ASPCA® and look forward to growing this partnership in the future.

Retailer Adoption Initiative

Subaru and our retailers work with local shelters across the country to host adoption events and make donations to local pet organizations.

In 2022, Subaru and our retailers helped over 47,000 shelter pets find loving homes.

American Society for the Prevention of Cruelty to Animals® (ASPCA®) Partnership

Through our partnership with the ASPCA, over \$731,000 was distributed to animal shelters across the U.S in 2022, impacting nearly 11,000 animals through adoption and other pet wellness services.

In October, Subaru also donated \$10 for select Genuine Subaru Accessories purchased through any participating Subaru retailer's Subaru Parts Online website as well as \$1 for every "Animals" Badge of Ownership purchased. A total of \$15,000 from these initiatives was donated to the ASPCA.

National Make A Dog's Day

In 2022, we celebrated our fourth annual National Make A Dog's Day, which invites all dog lovers to do something special for their furry family members and encourages them to consider adopting shelter dogs with special needs, or Underdogs, as we call them.

Our hometown of Camden, New Jersey, is home to thousands of pets, and this year we celebrated a Camden National Make A Dog's Day event.

Auto Show Pet Adoptions

We are committed to showing love for our furry friends and welcome all show attendees to stop by and consider adding a loving pet to their family. Subaru has helped families visiting auto shows across the country find their next pet by hosting

dog adoption events. In 2022, Subaru participated in 36 auto shows nationwide across the country, equating to:

- 72 Pet Organizations supported
- 198 Days of pet adoptions
- \$185K in donations
- 282 Pet Adoptions and 403 adoption applications completed

Animal Shelter Donations

We believe we have a responsibility to help all pets find a loving home. That's why we helped bring together over 170 teammates across the country for a Love Promise Animal Shelter volunteer project in September and October. **These efforts included:**

- 345 old blankets, sheets, towels, basketballs, and soccer balls donated
- 2,909 Shelter Toys created by deconstructing donated shirts.
- 170 Subaru Participants in-person and virtual

Camden: Our Hometown Commitment



We are proud to call Camden, New Jersey, our hometown. Subaru has partnered with the city of Camden for over 30 years, allowing us to give back to our local communities and build upon our existing relationships through employee engagement, skills-based volunteering, and Subaru of America Foundation, Inc., grants.

We are passionate about fostering growth and creating positive impacts across the city so we can help our hometown continue to thrive. Subaru is proud of our ongoing partnerships with outstanding Camden organizations making an impact in the community.

**Subaru of America, Inc.,
and Subaru of America
Foundation, Inc.,
2022 Camden Impact**

\$1,986,900 Donated
to Camden charitable organizations

49+ Camden organizations supported

\$8,470 Donated in
matching gifts by Subaru colleagues

3,130 Hours volunteered
by Subaru employees in Camden

**A message about our Camden
partnership from Shira
Haaz, Subaru Corporate
Responsibility Manager:**

The “City Invincible” is full of life, passion, diversity, and love for one another. I am constantly humbled by our partners’ spirit and drive. Subaru has 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. Thank you for accepting us with open arms, and we look forward to continued successes.

Share the Love® Event

This year’s Love Promise culminated in our Subaru Share the Love Event. We supported local Camden organizations through these actions:

- **Center for Environmental Transformation:** Built beehives that support bee populations and pollination around the city.
- **Ronald McDonald House:** Made 670 canvases and packed 545 art therapy kits, which benefit the mental health of children currently undergoing treatments.
- **Volunteers of America:** Put together 573 mindfulness kits for Camden senior citizens.
- **Food Bank of SJ:** Prepared 600 meal kits that fed Camden youth.

Camden Love Promise Activities

Subaru Loves the Earth®

At Subaru, we feel responsible for the protection and preservation of our environment. In 2022, we supported Camden's membership in the exclusive "Reimagining the Civic Commons" network. This is a learning partnership that is working to determine the best model for the long-term maintenance of Camden's parks. Subaru is also developing an inner-city environmental education curriculum for Camden middle school students, through which they can learn to care for their surroundings, improve their health, and take pride in the work they do. Once completed, the curriculum will be available to over ten million students, not limited to Camden.

In support of Mayor Carstarphen's Camden Strong Clean Up, we also sent dozens of volunteers to renew the city's green spaces.

Additionally, our partnership with the Center for Family Services PowerCorps Camden provides students with knowledge of sustainability that they can use to implement eco-friendly practices in their communities.

Subaru Loves to Care®

We believe in being a positive force in the communities in which we live and work.

Subaru is committed to aiding the health of the people of Camden. We're proud to have donated more than \$30,000 in durable medical goods to Cooper Hospital, serving up to 600 patients in Cooper Community Health Clinics. We also supported a \$15,000 travel fund for the Leukemia & Lymphoma Society of New Jersey, providing 30 patients with \$500 each to offset the cost of travel, lodging, and food they needed during their cancer treatments at Cooper Hospital.

Additionally, we worked with the American Red Cross to host three different blood drives at our headquarters. We collected over 100 pints of blood, which went on to benefit almost 350 families in the area.

Subaru Loves to Help®

The Neighborhood Revitalization Tax Credit Program (NRTC) is designed to foster the revitalization of New

Jersey's distressed neighborhoods. Business entities invest in the revitalization of low- and moderate-income neighborhoods for activities related to the development of housing and economic development and assistance to small businesses, removing barriers to self-sufficiency and promoting the integration of mixed-income neighborhoods.

NRTC funds are used by neighborhood-based nonprofit organizations that have prepared, submitted, and received approval from the department for a revitalization plan for the neighborhood it serves. Subaru is proud to have made a \$700,000 contribution to the New Jersey Revitalization Tax Credit program. This was a 40% increase from our 2021 contribution.

Additionally, in support of the Camden Fire Department, Subaru donated \$150,000 in preproduction vehicles to their fleet for use in vehicle rescue training to improve victim safety during emergencies.

Many of our departments showed that they love to help in the city of Camden. Highlights from these initiatives included:

- **A New View Camden:** In June 2022, Subaru volunteers gave their time to A New View Camden, an arts advocacy nonprofit. They spent time living out Subaru's environmental mission by beautifying the lot where New View hosts its annual Phoenix Poetry Festival.
- **Boys and Girls Club of Camden:** In October 2022, we donated hats and gloves to keep children in need warm, in addition to donating board games to support their teamwork and relationship skill development.
- **Board Up Program:** Decorative Board Up stabilizes and secures derelict abandoned properties in North Camden to improve the look of the neighborhood and encourage investment and in-fill rehabilitation. As a part of Earth Day celebrations, Subaru employees painted designs on boards to be placed around abandoned buildings near headquarters.
- **Cathedral Kitchen and Joseph's House:** To support people experiencing homelessness in Camden, Subaru packed and provided Cathedral Kitchen and Joseph's House with 600 personal care kits that included toothpaste, toothbrushes,

shampoo, conditioner, hand sanitizer, handwritten notes of encouragement for the recipients, and much more.

- **Camden County Pop Up Library:** Our team donated hundreds of books and bookmarks to support mini libraries that are free to anyone who passes by. We also built two mini libraries that will be located near the Subaru headquarters in 2023.

Subaru Loves Learning®

We believe that all students deserve an equal and fair opportunity to a quality education. In August, through our partnership with AdoptAClassroom.org, Subaru supported every grade 6-8 teacher in the Camden City School District. We impacted a total of seven schools, 88 classrooms, and 1,184 students. Each teacher received \$500 and an adoption kit including much-needed school supplies. More than 100 Subaru volunteers traveled to schools throughout the district to help set up and clean classrooms, decorate bulletin boards, and more in preparation for the first day of school.

Subaru also supports the student-to-industry pipeline that runs from Eastside High School to Camden County College. Subaru is proud to support the revitalization of the automotive program at Eastside

High through labor and funds. At Camden County College, Subaru and the Rainbow PUSH Coalition sponsor the Subaru Scholarship for Automotive Excellence, which offers six Camden residents the opportunity to be trained as automotive technicians and paired with Subaru retailers, where they are provided mentorship and full-time employment.

Subaru Loves Pets®

Subaru is proud to partner with the Animal Welfare Association to bring Vets on Wheels to Camden. Once a month, the initiative offers free inoculations and veterinary care to Camden's four-legged friends. In 2022, 541 pets were supported through Vets on Wheels.

The event was held at Von Nieda Park, where we offer a variety of services for our four-legged friends. These services include:

- Basic veterinary exams
- Distemper vaccines
- Rabies vaccines
- Bordetella vaccines
- Deworming

- Flea & tick prevention
- Cat & dog food
- Microchip check
- Microchipping

In October, Subaru hosted its second annual Camden Make A Dog's Day. Over 150 families and their furry friends joined us for a day of veterinary care and love-filled activities.

Camden Events

These events highlight a handful of the ways we continue to collaborate across Camden through impactful community partnerships.

Adopt a Family

We adopted 19 families from Volunteers of America's Adopt a Family program which helps children, seniors, and veterans by providing food, toys, clothing, and a sense of hope during the holidays. Subaru is proud to be the largest group to adopt families in 2022. It took us 10 Ascent SUV loads to bring all the amazing presents over.

Camden Pride Parade

In June, Subaru employees joined the Camden County Police Department in hosting the Camden County Pride Parade. The walk began at the Camden County Police Administration Building on Federal Street and ended at Wiggins Waterfront Park, where refreshments were served. Participating members included the Camden County Police Department,

Camden Fire Department, Mayor Vic Carstarphen, Camden City Council members, community leaders, and Cooper University Health Care staff.

Camden Strong Clean Ups

We participated in the Camden Strong Clean Ups as part of Mayor Carstarphen's "Camden Strong" initiative. The initiative focused on tackling blight, illegal dumping, and a variety of other issues. Over 60 volunteers attended the various clean ups throughout the city of Camden.

Subaru Park Camden Mini Pitch Clean Up and Event

Last year, we partnered with the Philadelphia Union to help bring the Subaru Park Camden Mini Pitch to Ralph Williams Memorial Park. We continued our commitment to the park in 2022 by hosting a cleanup. A couple of weeks later, we hosted a soccer clinic for Camden youth through our partnership with Camden YMCA. Union players and coaches came to the clinic to help out alongside Subaru volunteers.

Subaru of America Foundation, Inc.

The Subaru of America Foundation, Inc. (the Foundation), targets employment and environmental opportunities that impact our neighbors in the city of Camden. In 2022, the Foundation grants totaled over \$850,000 and helped create 248 jobs for Camden residents through a variety of partnerships with local organizations. Below is a list of some of our 2022 Foundation grants.

2022 Foundation Grants

Barnes Foundation: Subaru continued working closely with the Barnes Foundation's Look! Reflect! Connect! program to help connect children to the visual arts space. This initiative benefited 450 Camden students through interactive classroom lessons, hybrid workshops, and visits to the Barnes gallery.

Cathedral Soup Kitchen: Subaru is helping prepare students for employment in the food service industry through the Cathedral Kitchen's Culinary and Baking Arts Job Training program. All students receive

classroom and hands-on training. Over 405 residents have benefited from this training since the project was founded in 2018.

Center for Family Services: The Foundation funded the Pathways to Success Workforce Development initiatives to help develop career readiness in the Camden community. Over 100 Camden residents participated in this initiative in 2022, specifically the InDemand program. Participants received access to job readiness training, social services, employment connections with local employers, and career development opportunities to help build their futures.

Girls Inc.: The Foundation strengthened its partnership with Girls Inc., a nonprofit organization with the goal of empowering more girls in early-grade literacy, STEM, leadership and advocacy, and economic literacy. Nearly 400 Camden girls participated in the Stronger, Smarter, Bolder program in 2022.

Hopeworks: We are continuing to work with our longtime partner, Hopeworks, in support of teaching tech skills to young adults in Camden. In 2022, we

helped fund programming that eventually connected young professionals to 105 paid positions in our hometown.

Impact Charity Services: Our partnership with Project LIFT allows us to support 20 scholarships for Camden residents to take courses at Camden County College. These scholarships help prepare them for entry-level positions at Camden's Cooper University Hospital, including phlebotomists, electrocardiogram technicians, and critical care technicians. As of 2022, 43 graduates were employed in the healthcare space.

Lincoln University: In 2022, we were proud to partner with Lincoln University, one of only two Historically Black Colleges and Universities in Pennsylvania. The Foundation was proud to provide four scholarships for Camden students currently attending Lincoln University.

Rainbow PUSH Camden County College Scholarships: Last year, we launched the Subaru-U Scholarship for Automotive Excellence, allowing six Camden residents to be trained as automotive technicians at Camden County College. This initiative, made possible through our partnership with Rainbow

PUSH, helps prepare scholarship recipients with Subaru retailers to mentor, train, and help them gain full-time employment opportunities in this field. Our mission is to continue helping our hometown grow and help empower residents to pursue their dreams.

UrbanPromise: The Foundation is providing Camden teens with trainings, mentorship, and academic grants in partnership with the UrbanPromise StreetLeader program. In 2022, 50 graduates of the program were offered paid employment opportunities with UrbanPromise to help mentor, support, and guide younger children in their communities.

2022 DEIB Foundation Grants

In 2022, the Foundation initiated our first round of DEIB grants. The Foundation allocated \$100,000 and utilized our Employee Resource Groups to best determine which nonprofits we should support.

Grameen America: The Subaru Women's Network chose to support Grameen America and its program that focuses on women's economic empowerment in Camden. Grameen America provides microloans to entrepreneurs while also giving them the financial literacy tools essential to their success.

Moms Helping Moms: Moms Helping Moms provides underserved families in New Jersey with equitable access to the essentials they need to provide their children with a safe and healthy start. In 2022, the Subaru Women's Network helped Moms Helping Moms serve over 100,000 individuals.

PFLAG Collingswood: Out+Ally chose to support the Collingswood PFLAG chapter. These funds helped host seminars, chapter meetings, and community events geared toward LGBTQ+ youth in Camden County.

LUCY Outreach: LUCY Outreach started as a small nonprofit, and in 2022 it was able to move into a brand-new building in Camden. Out+Ally was proud to provide funding to recreate the iconic steps that represent LUCY's humble beginnings.

Project Glimmer: Project Glimmer is dedicated to inspiring all girls to envision and realize an empowered future. BLENDS was able to provide crucial mentoring to girls in the Project Glimmer program and hosted an "Empower Hour" where BLENDS members sat on a panel and presented to over 50 young women.

Shoes for Your Soul: BLENDS chose to support Shoes for Your Soul, an organization that aims to uplift the economic and financial burdens of

households by providing shoes and socks in Camden. In 2022, they were able to provide over 10,000 pairs of shoes and socks.

NPower: SARGE chose to support NPower New Jersey, which works to assist veterans and young adults from underserved communities in launching digital careers. Through this grant, NPower was able to help secure over 40 jobs for veterans and impact an additional 177 students.

Active Minds: Evolve was proud to support Active Minds, a nonprofit dedicated to promoting mental health, especially among young adults. Through this grant, Active Minds was able to offer accessible mental health programming to many schools.

Measuring Our Impact



An important part of our efforts includes evaluating our work against global goals for sustainability. In partnership with our parent company, Subaru Corporation, we have assessed our efforts in the context of the United Nations Sustainable Development Goals (UNSDGs) since 2018. These 17 goals are part of the UN's 2030 Agenda for Sustainable Development and aim to inspire action for humanity and the planet.

We outline below the goals where we can have the most impact at Subaru and what environmental, social, and governance actions we have taken in the last year to help achieve these global goals. This is how we demonstrate our Love Promise and the difference we can make to the world.

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 2022 Action Areas

- Subaru Loves the Earth initiatives
- Subaru of America Foundation, Inc., focus on environmental causes
- Launch of 1st fully electric vehicle

- National Park Foundation partnership
- Headquarters LEED Silver Certification
- Facility-waste diversion and energy reduction initiatives
- Low emission transport
- Drivetrain remanufacturing
- Life cycle assessment
- Subaru Park zero landfill
- Eco-friendly retailers
- TerraCycle partnership
- Sustainable Subaru gear
- Forest Stewardship Council
- Post-consumer recycled materials
- Subaru Share the Love Garden

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 2022 Action Areas

- Share the Love Event®
- Subaru Loves to Help initiatives
- Empower Camden programs
- Meals on Wheels partnership
- Subaru of America Foundation, Inc. grantees
- Feeding America partnership
- Subaru Share the Love garden



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 2022 Action Areas

- Subaru Loves to Care initiatives
- Excellence in vehicle safety
- Diversity, Equity, Inclusion, and Belonging (DEIB) impacts
- Employee Resource Group (ERG) impacts
- Mobility Assist program

- Flower Show accessibility
- Travel assistance fund for cancer patients
- Dining Out for Life partnership
- Leukemia and Lymphoma Society partnership
- Evolve/Active Minds partnership



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 2022 Action Areas

- Subaru Loves Learning initiatives
- Empower Camden programs
- Subaru University programs
- Expansion of internal and external DEIB initiatives
- ERG impacts
- Rainbow PUSH Subaru U Scholarship program
- AAAS partnership
- AdoptAClassroom.org partnership



UNSDG Description

Achieve gender equality and empower all women and girls.

UN Target

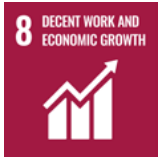
5.1: End all forms of discrimination against all women and girls everywhere

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 2022 Action Areas

- Recruitment, development, retention, and promotion of underrepresented talent
- Expansion of internal and external DEIB initiatives
- ERG impacts
- Women of Color Automotive Network partnership
- Increase of women in Subaru leadership positions
- Girls Inc. partnership

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 2022 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
- Industry recognition awards
- Digital accessibility
- Assisted in job creation in Camden, NJ