



Subaru of Indiana Automotive, Inc.

Where Our Associates Are Focused On Quality,
Safety and Environmental Stewardship

Subaru of Indiana Automotive, Inc.



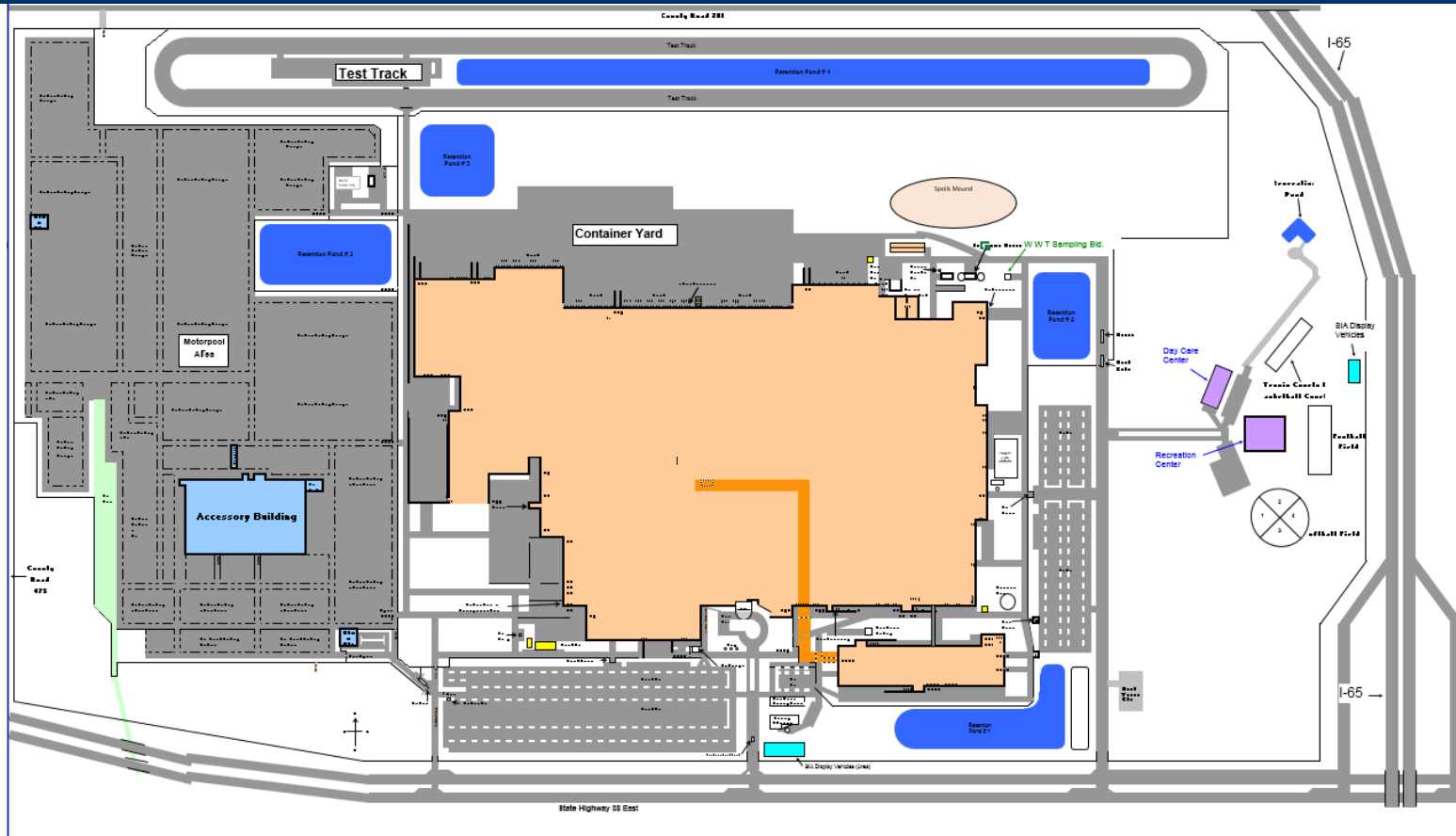
SIA Model Lineup



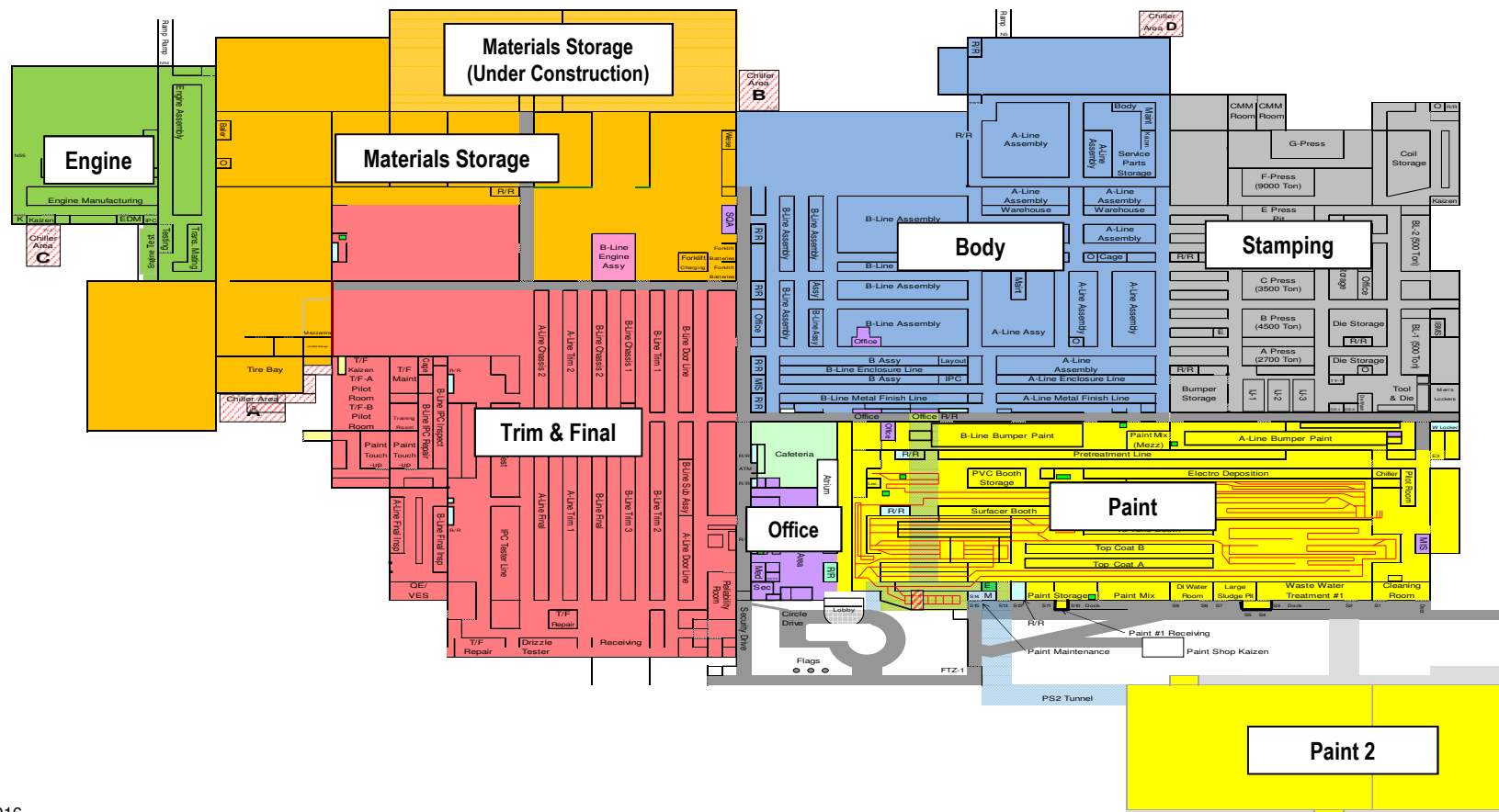
Subaru of Indiana On-Site Facilities



Subaru of Indiana Plant Map



FACILITY LAYOUT



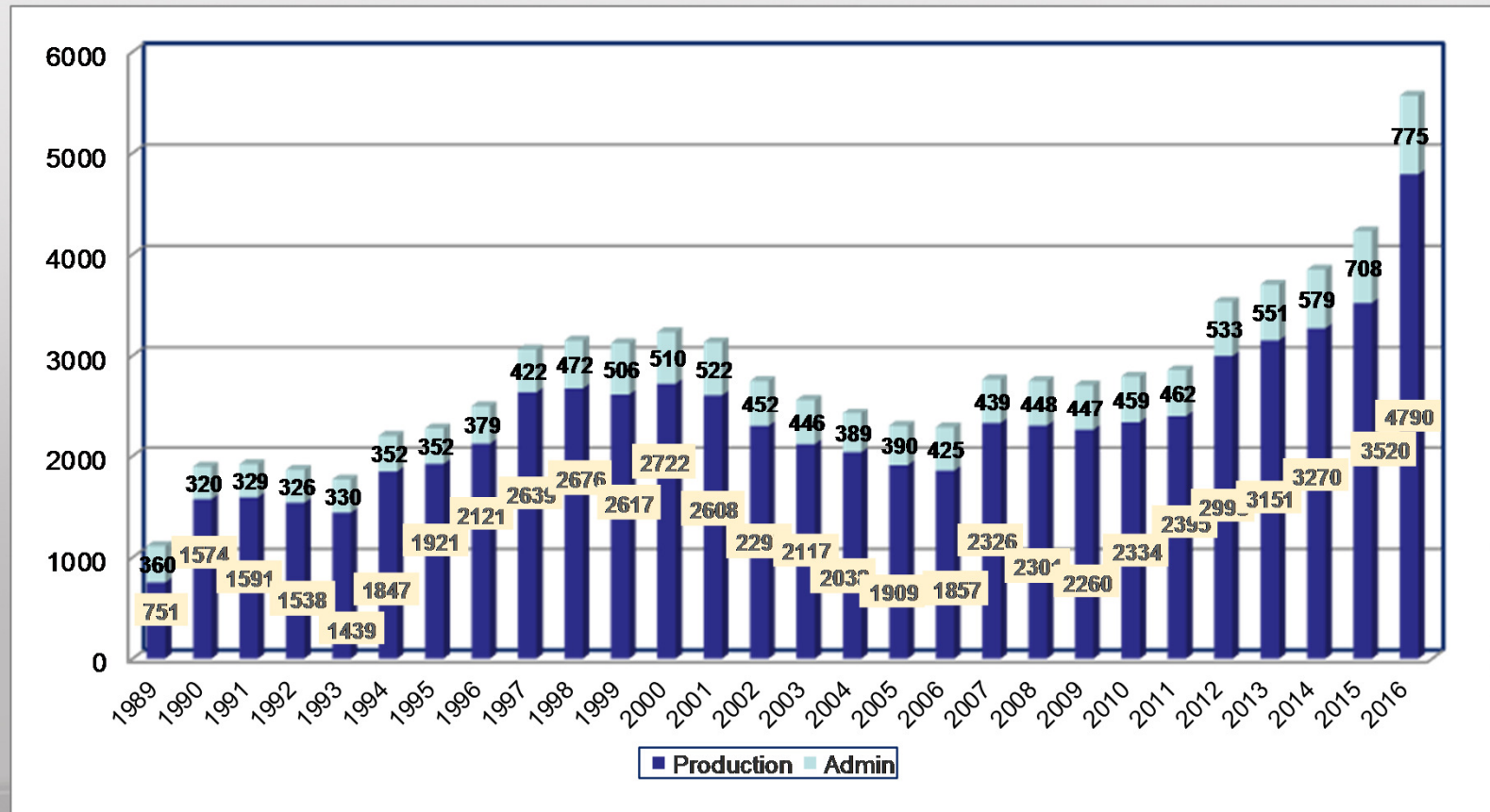
As of
12/13/2016

SIA Operation / Facility Overview

Number of Associates:	5565 (includes variable workforce)
Staffing:	Administrative: 775 (14%) Production: 4790 (86%)
Production Shifts:	1 st Shift: 6:00a.m. – 2:30p.m. 2 nd Shift: 4:30p.m. – 1:00a.m. (Friday: 3:30p.m. – 12:00a.m.)
Site Area:	820 acres (excluding easement and right of ways)
Improved Area:	620 acres
Building Area (Foot Print):	3,341,399 square feet
Floor Space (with Mezzanine and Penthouse):	4,419,093 square feet
Conveyors:	16.85 miles
Current Production Capacity: (Units/month with current manning; based on an eight hour-per-shift schedule)	23,305 (Subaru 15,805; Camry 7,500)
Allowable Production Volume Under SIA's Air Operating Permit:	450,000 units

As of October 31, 2016

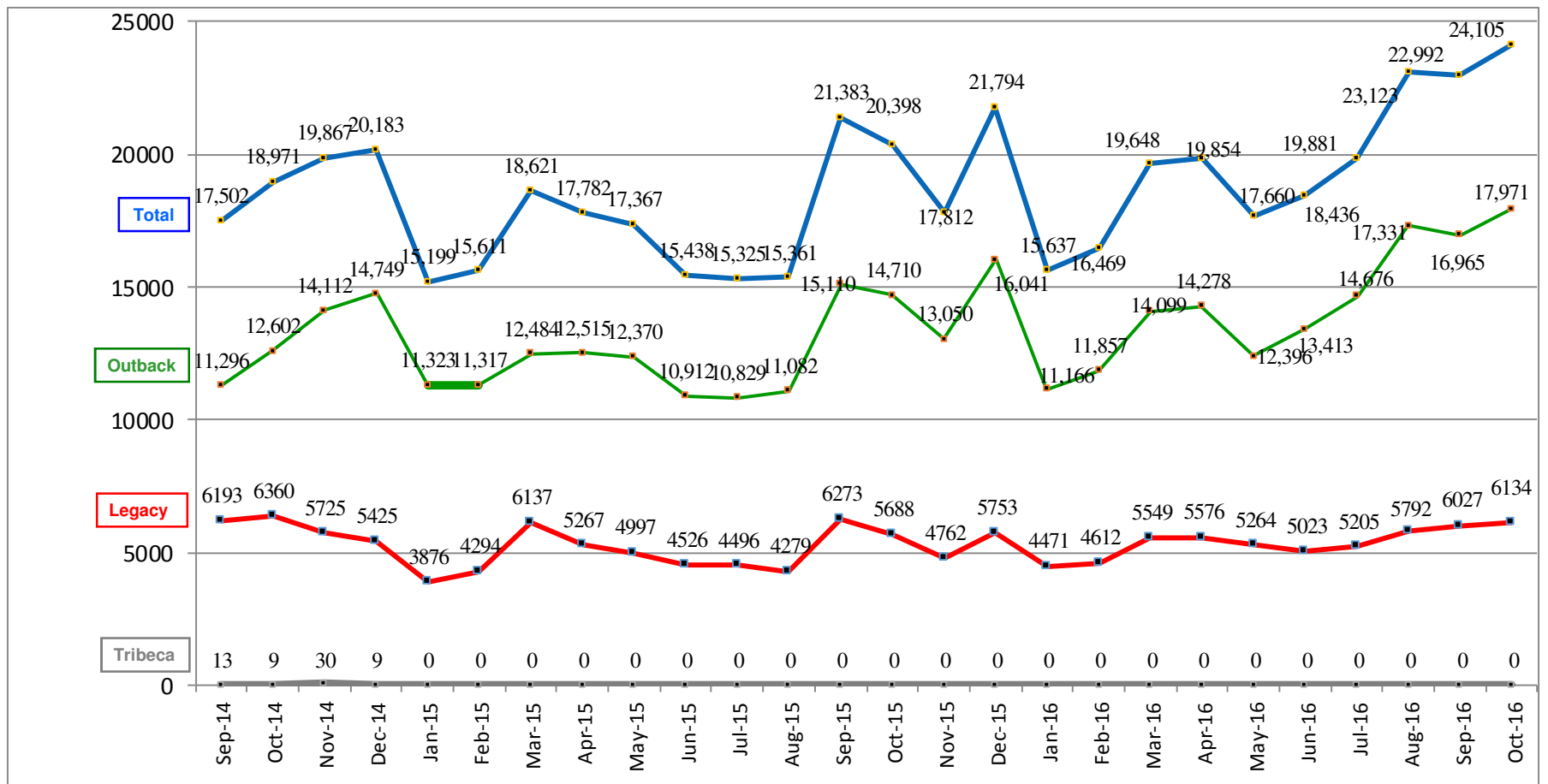
SIA Full-Time Employment



Subaru Market Share Momentum



US Domestic Sales of SIA-Built Vehicles



SIA's Paint Shop Expansion



Start of new paint shop production:
February 29, 2016

Prior SIA air permit limit: 310,000 units

SIA air permit limit after new
paint shop started operations: 450,000 units

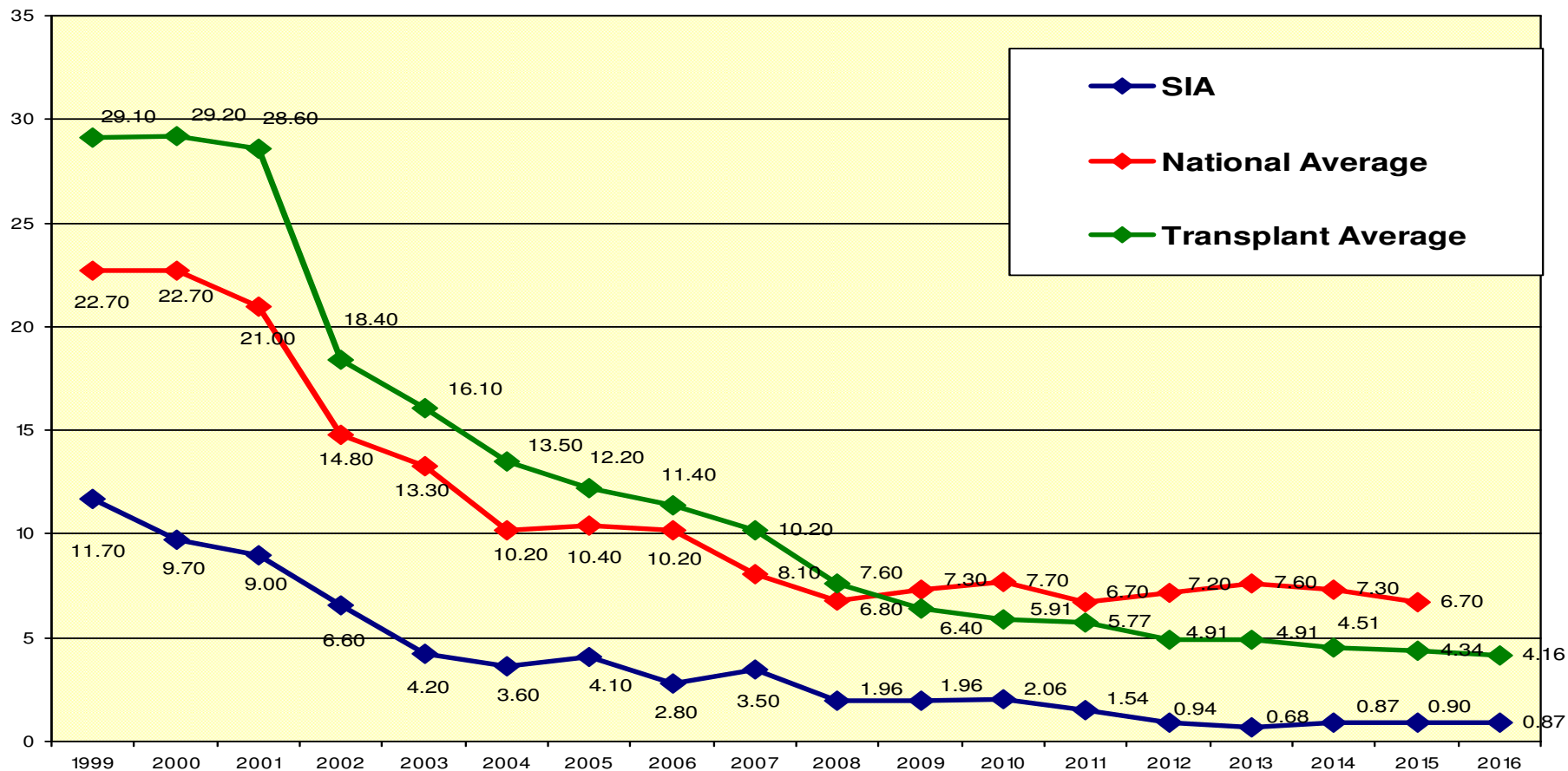


Quality



OSHA Frequency Comparison 1999-2016

Incident Rate



*Incident Rate (IR): Amount of injuries that occur for every 100 Associates

ISO Certification



- 1st auto assembly plant in the U.S. to achieve ISO 9001 Certification (March 17, 1995)
- 1st auto assembly plant in the U.S. to achieve ISO 14001 Certification (November 10, 1998)
- 1st auto assembly plant in the U.S. to achieve ISO 50001 Certification (May 28, 2012)

SIA Environmental Milestones & Awards

1994 - 1st Auto Assembly Plant to Ban All Indoor Smoking

1998 – 1st Auto Assembly Plant in U.S. to be ISO 14001 Certified

2003 – 1st Auto Assembly Plant in U.S. to be Designated a Backyard Wildlife Habitat by the NWF

2003 – Indiana Governor's Award for Environmental Excellence (Recycling/Reuse)

2004 – 1st Auto Assembly Plant in the U.S. to Reach Zero Landfill

2006 – Indiana Governor's Award for Environmental Excellence (Five Years Continuous Improvement)

2007 – EPA WasteWise Gold Achievement Award for Industrial Recycling

2008 – EPA WasteWise Gold Achievement Award for Climate Change

2009 – EPA WasteWise Gold Achievement Award for Community Involvement

2011 – Urban Wheel Award for Greenest Automaker in America

2011 – American Manufacturing Strategies Award for Greenest Manufacturing Plant in America

2012 – 1st Auto Assembly Plant in U.S. to be ISO 50001 Certified

2013 – Campbell Institute/Stewardship Action Council 2013 Innovation Challenge Award for Zero Waste

2014 – Indiana Governor's Award for Environmental Excellence (Energy/Renewable Resources)



Corporate Social Responsibility



“People dig the idea of buying a car that has been built in a zero-landfill plant, nestled in the center of an 832-acre Backyard Wildlife Habitat.”

-cheatsheet.com, August 1, 2016

“Subaru of Indiana isn’t satisfied with just keeping its own operations lean, clean, and green, but is also a leader in teaching other companies how to get to zero landfill in their business,…”

-TreeHugger.com, May 14, 2015

“Zero waste makes the plant a model not only for other carmakers – GM, Honda and Volkswagen have all made strides – but for other industries as well.”

-takepart.com, December 30, 2013

“SIA has a mountain of compost and the occasional coyote skittering through the surrounding 832 acres of woodland. Step inside, though, and you’ll discover why this might be the most exemplary car factory in America.”

-Bloomberg Businessweek, June 6-June 12, 2011

“It’s (SIA) as much a biosphere reserve as an automotive plant.”

-Los Angeles Times, April 13, 2011

“At the Subaru of Indiana plant, the workers are constantly devising and revising green initiatives. The factory has dramatically reduced waste per vehicle and puts no garbage in landfills.”

-Wall Street Journal, March 16, 2009

“At SIA...being green can save some real green.”

-USA Today, February 19, 2008

“Drive up to Subaru of Indiana Automotive and you’d swear you were entering a nature park.”

-Edmunds.com, February 13, 2008



SIA
SUBARU of INDIANA AUTOMOTIVE, INC.

www.subaru-sia.com