



STATE OF MICHIGAN
DEPARTMENT OF ENVIRONMENTAL QUALITY
LANSING



JENNIFER M. GRANHOLM
GOVERNOR

STEVEN E. CHESTER
DIRECTOR

February 5, 2008

Mr. Frank Kurk, General Manager
Subaru Research and Development, Inc.
3995 Research Park Drive
Ann Arbor, Michigan 48108

Dear Mr. Kurk:

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CITY OF ANN ARBOR
CITY CLERK
REC'D

I am pleased to inform you that your request for renewal of your Clean Corporate Citizen (C3) designation for Subaru Research and Development, Inc., Ann Arbor, Michigan, is approved. The Subaru Research and Development, Inc., facility continues to exemplify corporate environmental responsibility through its continuing commitment to maintain, protect, and enhance Michigan's environmental resources. I commend you for your continued participation in the C3 Program and your proactive environmental efforts. As a Clean Corporate Citizen, we look to you to be a model for others in your industry to emulate.

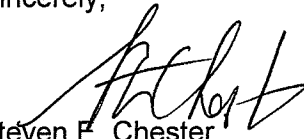
The Subaru Research and Development, Inc., facility has demonstrated its environmental ethic and stewardship by continuing to meet the criteria for C3 designation: the development and implementation of an environmental management system, the practice of pollution prevention, and a strong environmental compliance record. Integrating environmental factors into the daily operations at your facility has enabled you to reduce electrical and natural gas use by one percent and continue your aggressive recycling programs at 100 percent.

Enclosed please find a Certificate of Recognition that acknowledges your renewal status and your accomplishments as a Clean Corporate Citizen. This renewal is valid until February 5, 2011, at which time it will need to be renewed. An annual report summarizing the goals and objectives of your environmental management system and pollution prevention programs, along with a compliance self-certification will be required to maintain your C3 status.

We look forward to your continued future efforts and commitment as a leader in the automotive research and development industry in protecting and enhancing our shared environment. If you have any questions concerning your designation, please contact Ms. Amy A. Butler, Chief of the Environmental Science and Services Division, Department of Environmental Quality (DEQ), at 517-241-0490.

Congratulations on retaining your designation as a Michigan Clean Corporate Citizen.

Sincerely,


Steven E. Chester
Director
517-373-7917

Enclosure

Mr. Frank Kurk
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cc: Governor Jennifer M. Granholm
Senator Liz Brater
Representative Rebekah Warren
Ms. Jacqueline Beaudry, Clerk, City of Ann Arbor
Ann Arbor News

Ms. Carol Linteau, Legislative Liaison, DEQ
DEQ Division Chiefs
Ms. Kelie Bond DEQ
Mr. Mitch Adelman, DEQ