SUBARU CORPORATION

General Employer Action Plan

April 1, 2026

At SUBARU, we respect all forms of diversity and strive to create a workplace environment where employees with diverse personalities and values can fully demonstrate their individual abilities.

To further accelerate these efforts, we have formulated the following action plan in accordance with the Act on Promotion of Female Participation and Career Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children.

1. Plan Period

April 1, 2026 to March 31, 2028

2. Objectives and Initiatives

OBJECTIVE 1

(Objective under the Act on Advancement of Measures to Support Raising Next-Generation Children)

Maintain a childcare leave utilization rate, including childcare-purpose leave, of 90% or higher for both male and female employees.

Initiatives

- By the end of March 2028: Promote awareness and encourage utilization of available programs by publishing information on the intranet and through other internal communication channels.

OBJECTIVE 2

(Objective under the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Female Participation and Career Advancement in the Workplace)

Maintain an average of less than 25 hours per month of overtime work and work on statutory holidays for full-time employees.

Initiatives

- By the end of March 2028: Appropriately monitor employees' working hours and provide individual reminders to departments or employees with high working hours.

OBJECTIVE 3

(Objective under the Act on Promotion of Female Participation and Career Advancement in the Workplace)

Increase the number of female managers (section manager level and above) to 70 or more, including employees whose promotion effective April 1, 2029 has been internally approved during the plan period.

Initiatives

- By the end of March 2028: Provide training and other development opportunities for female employees at the level immediately preceding management to enhance their motivation for career advancement.
- By the end of March 2028: Hold meetings for members of senior management to exchange views on the advancement of women.

End