SUBARU Management Policy 2025

SUBARU CORPORATION
Atsushi Osaki, Representative Director, President & CEO

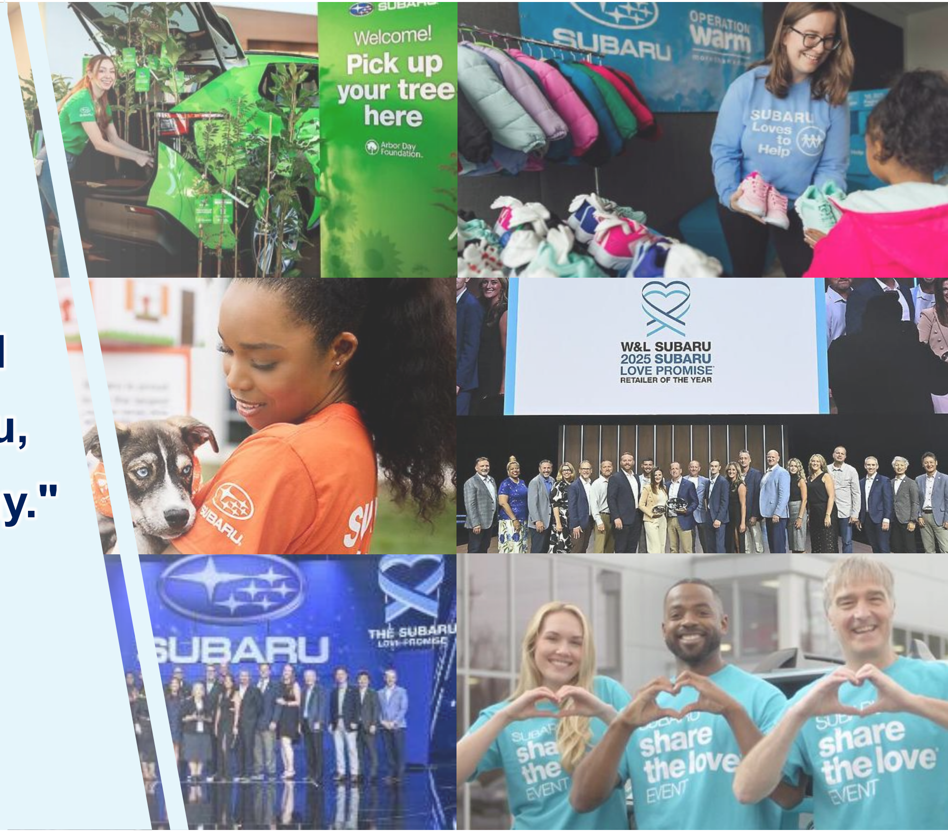
November 10th, 2025

Subaru: Striving to Be a Compelling Company With a Strong Presence

The Bond with Customers Built on Our Commitment to Deliver "Enjoyment and Peace of Mind"

Subaru: Striving to Be a Compelling Company With a Strong Presence

Joining with those in our Subaru family and the communities connected through Subaru, we aspire to nurture "a society with empathy."



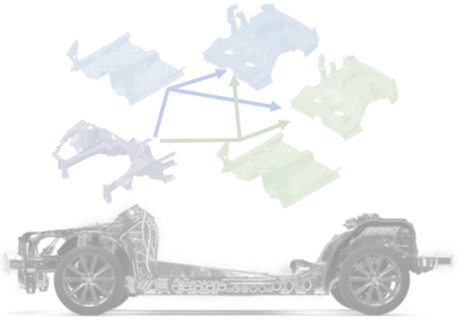
The Core Objective of the New Management Policy

2023.8 New Management Policy

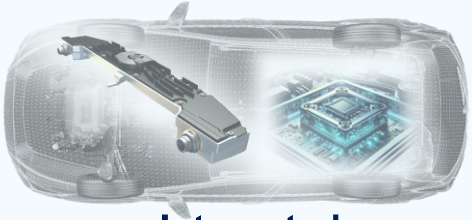
Thorough Pursuit of Flexibility in Manufacturing Innovation

- Innovation in Development and Production
- Process and Mindset Transformation

Next-Generation Platforms

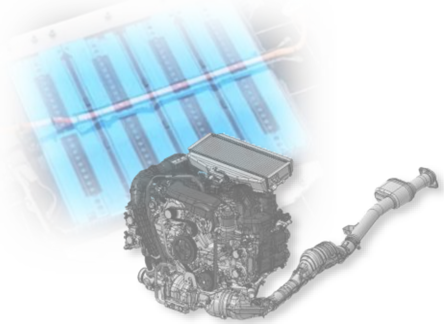


Integrated ECU/ADAS E/E Architecture



Integrated Vehicle Motion Management

Next-Generation Power Sources



Efficient development through the commonization of core technologies

Thorough Pursuit of Flexibility – People and Organizations Driving Innovation

Process Transformation

- Agile development with Obeya* approach
- Swift decision-making and flexible execution
- Pursue the shortest possible development process

*Obeya approach: Cross-functional alignment among teams to enable agile development through a holistic view and approach, aimed at creating value, solving problems, and accelerating development across organizational boundaries.

Accelerate to deliver results

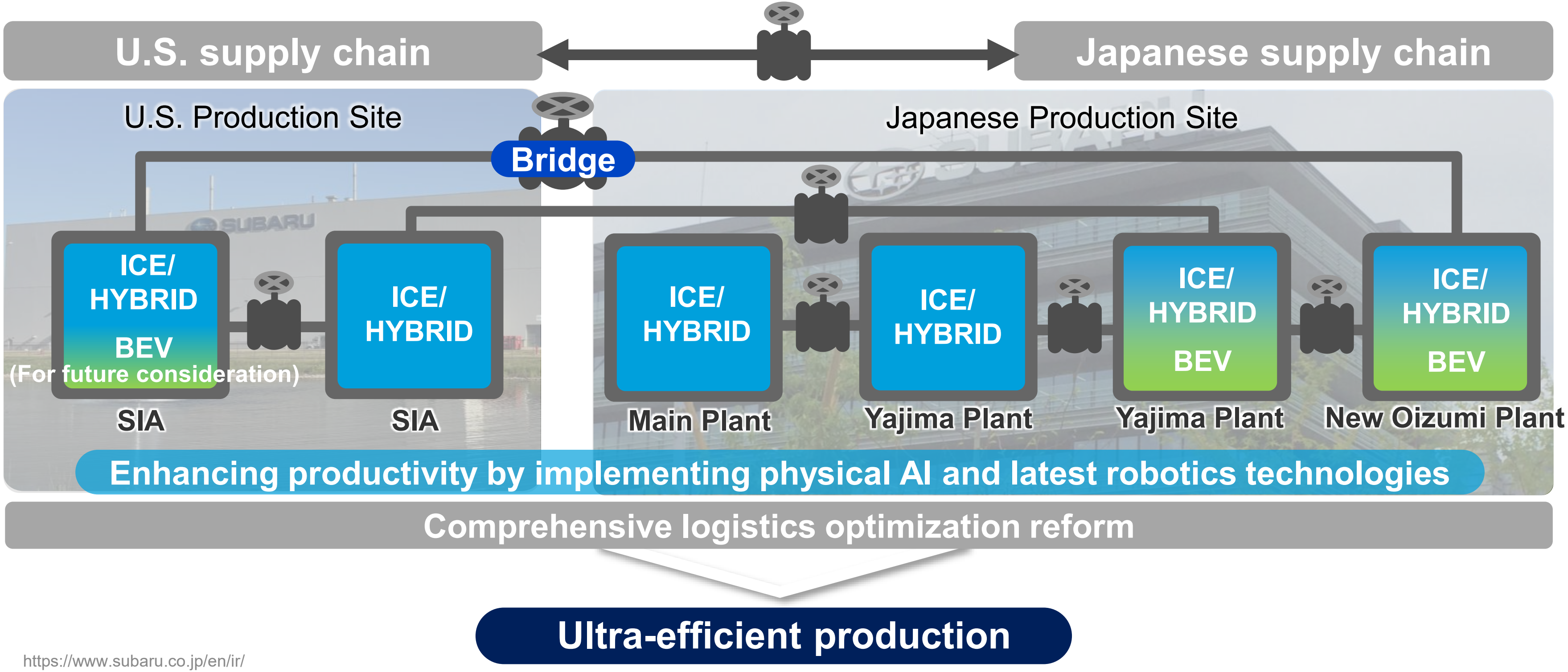
Mindset Transformation

- Think beyond precedents
- Proactive and self-driven thinking, action, and decision-making at the gemba (the actual worksite)
- Embrace a "try-first" mindset and a culture of open, flexible change

Developing truly competitive people and organizations

Thorough Pursuit of Flexibility - Production

- Further evolve our signature, **highly efficient production system** that fully leverages our capabilities and capacity without any waste.
- Establish a flexible production structure that responds to market- and model-specific demand through **optimization leveraging “mixed-model production” and “bridge production.”**



Thorough Pursuit of Flexibility - Products

Value Creation: Evolution of “Enjoyment and Peace of Mind”

Value Creation: Evolution of “Enjoyment and Peace of Mind”

Delivering the best “Enjoyment and Peace of Mind” to every single customer

Continuing to Enhance
“Enjoyment and Peace of Mind”

Driving the Subaru Difference

Strengthening Resilience in Our Business Foundation

Amid a challenging business environment, we will strive to strengthen the resilience of our business foundation and expand profitability.

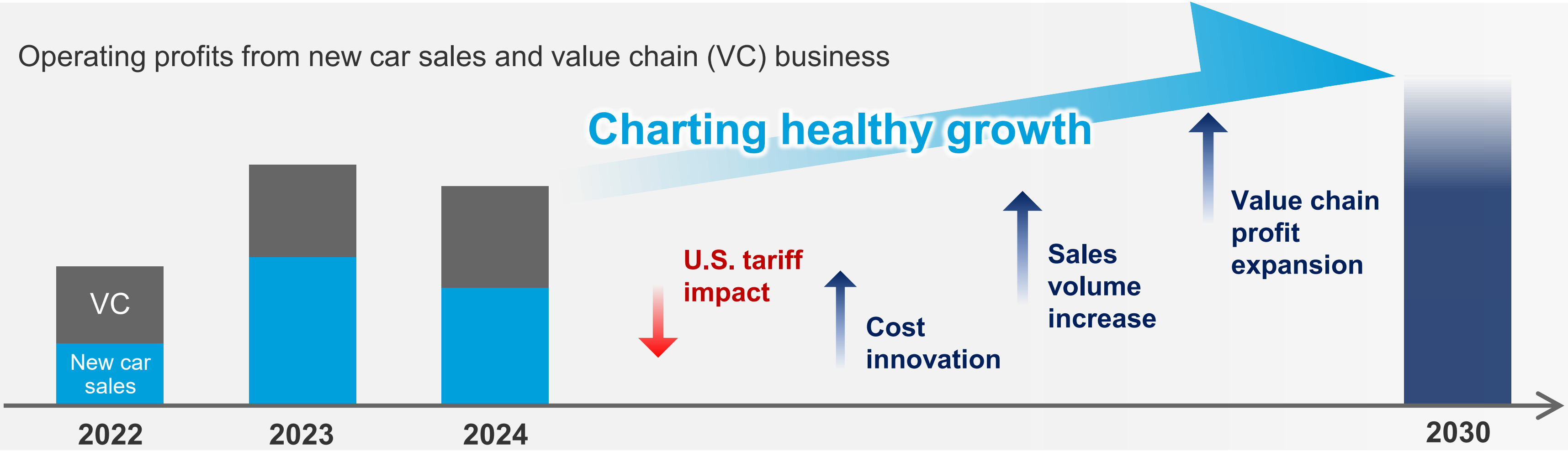
Unprecedented cost innovation

- Driving cost innovation to counteract U.S. tariff impact (Aiming for an annual cost reduction at the 200 billion yen level by 2030)
- Launched and advancing the company-wide project “Cost Innovation 20-30”

Expanding the revenue foundation

- Pursue global sales goal of 1.2 million-plus units (Targeting achievement in the first half of the 2030s)
- Expand value chain profit

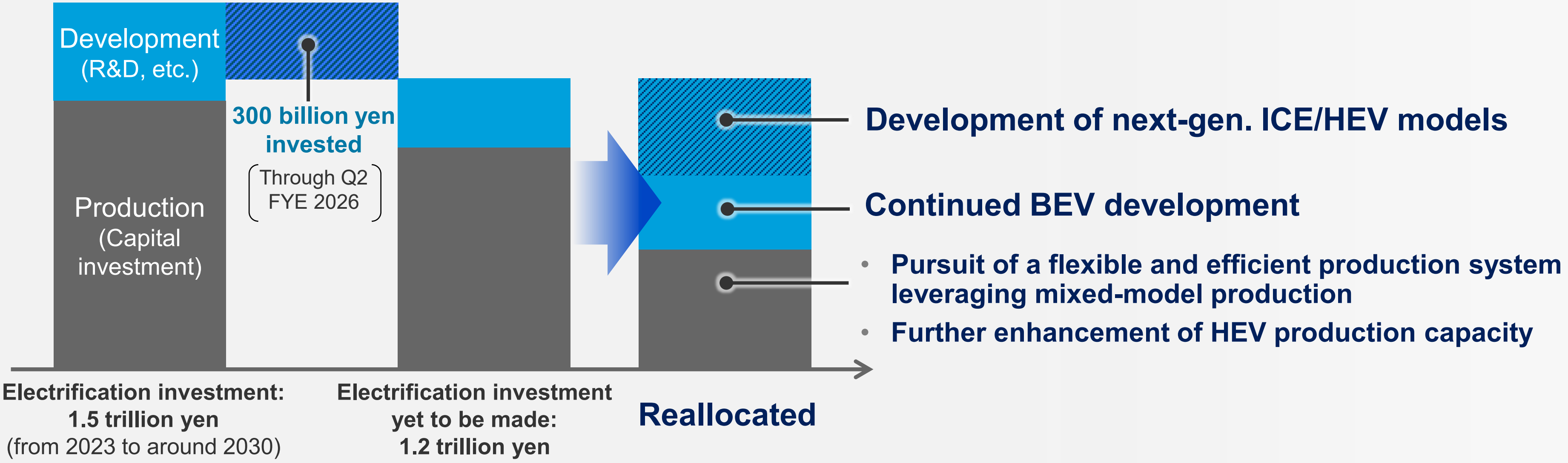
● Operating profits from new car sales and value chain (VC) business



Strengthening Resilience in Our Business Foundation

Growth Investment

- No change to the premise that BEVs will play a central role in the medium- to long-term.
- Based on the increasing demand for HEVs and a reassessment of internal combustion engines, the timing of full-scale BEV mass production investment is expected to be delayed.
- The previously planned 1.5 trillion yen electrification investment is to be thoroughly reevaluated and flexibly reallocated beyond BEVs, including enhancement of development and production of ICE/HEV models.



Thank you

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