



Subaru Corporation Announces Organizational and Management Changes (Effective March 31, 2024 and April 1, 2024)

Tokyo, February 8, 2024 – Subaru Corporation announces the following organizational and management changes, effective March 31, 2024 and April 1, 2024.

Since the establishment of the new management structure in June 2023, Subaru Corporation has been making various business announcements, starting with the outline of the New Management Policy in August 2023. Meanwhile, the business environment continues to change non-linearly and at an unprecedented speed. In response to these significant changes in the external environment, the Company will implement the following organizational and management changes, including the reassignment of executive officers and changes in their areas of responsibility, with the primary goal of accelerating the "manufacturing innovation" and "value creation" initiatives outlined in the New Management Policy. With these changes, Subaru aims to accelerate efforts in its core focus initiatives and achieve overall optimization by strengthening the cross-functional structure within company-wide organizations and clearly defining management responsibilities.

1. Organizational Change (Effective April 1, 2024)

(1) Establishment of five new CXO (Chief X Officer) positions in the automotive business unit:

Title	Mission
Chief Monozukuri Officer: CMzO	Lead efforts to halve the development process and lead time, halve the configuration and number of parts, and halve the production process and lead time. Drive initiatives to achieve world-leading Monozukuri Innovation.
Chief Battery Business Officer: CBBO	Lead the overall advancement of the battery business, including ensuring stable procurement, competitiveness, and business viability.
Chief Digital Car Officer: CDCO	Drive initiatives to achieve world-leading Value Creation through the digitalization of automobiles.
Chief Connected Business Officer: CCBO	Drive initiatives to achieve world-leading Value Creation, primarily in the "out-car" domain.
Chief Cost Innovation Officer: CCIO	Lead and oversee company-wide efforts to achieve cost competitiveness.

(2) Reorganize and strengthen the organization and functions related to Monozukuri Innovation and Value Creation:

1. Establishment of the Value Strategy Office

To enhance the product portfolio strategy function, the Value Strategy Office will be newly established within the Corporate Planning Division.

2. Functional reorganization of the Product & Portfolio Planning Division

The Product & Portfolio Planning Division will be renamed the Product Business Division and will specialize in the ICE products (including HEVs). The division will be involved in the planning and development of ICE products, with a focus on maintaining and enhancing the competitiveness of these products. It will also advance efforts to strengthen after-sales product competitiveness as well as "value retaining" initiatives.

2. Promoted Officer (Effective April 1, 2024)

Senior Vice President **Ikuo Watanabe**
Current title:
Vice President
Chief General Manager of Monozukuri Div.
Chief General Manager of Gunma Plant

3. Newly-appointed Officers (Effective April 1, 2024)

Vice President **Eiji Shibata**
Current title:
General Manager, ADAS Development Dept., Engineering Div.
Senior Project General Manager, Engineering Div.

Vice President **Nobuyuki Bando**
Current title:
Senior General Manager, Monozukuri Div.

Vice President **Yuri Tsuji**
Current title:
Senior General Manager, IT Strategy Div.
General Manager, Cybersecurity Dept., IT Strategy Div.
Senior General Manager, General Administration Dept.

Vice President **Hideyuki Kusabuka**
Current title:
Senior General Manager, Engineering Div.
General Manager, Engineering Administration Dept., Engineering Div.
General Manager, Human Resources Dept.

4. Retiring Officers (Effective March 31, 2024)

- Shoichiro Tozuka

Current title: Senior Vice President, Company President of Aerospace Company
Appointed as Advisor of Subaru Corporation, effective April 1, 2024.

- Yasushi Nagae

Current title: Vice President, General Manager of Investor Relations Dept. and General Administration Dept.
Appointed as Director and Executive Vice President of Subaru Living Service Co., Ltd., effective April 1, 2024.

- Tatsuya Okuno

Current title: Vice President, Chief General Manager of Customer Service Div.
Appointed as Director and Executive Vice President of Subaru Auto Accessories Ltd., effective April 1, 2024.

5. Changes to Executive Officers' Areas of Responsibility (Effective April 1, 2024)

Name	Effective April 1, 2024	Current
Atsushi Osaki President	- Chief Executive Officer (CEO) —	- Chief Executive Officer (CEO) - Aerospace Company —
Fumiaki Hayata Deputy President	- Secretarial Office - Human Resources Dept. - Sales - Marketing - Cost - Purchasing —	- Secretarial Office - Human Resources Dept. - Sales - Marketing —
Tatsuro Kobayashi Senior Vice President	- Chief Battery Business Officer (CBBO) —	- Human Resources Dept. General Manager of Human Resources Dept.
Osamu Eriguchi Senior Vice President	- Chief Quality Officer (CQO) - Quality Assurance Div. - Customer Service Div. Chief General Manager of Quality Assurance Div. General Manager of Quality Assurance Management Office Chief General Manager of Customer Service Div.	- Chief Quality Officer (CQO) - Quality Assurance Div. Chief General Manager of Quality Assurance Div. General Manager of Quality Assurance Management Office
Kazuhiro Abe Senior Vice President	- Chief Connected Business Officer (CCBO) —	- Chief Information Officer (CIO) - IT Strategy Div. Chief General Manager of IT Strategy Div.
Shinsuke Toda Senior Vice President	- Overseas Sales & Marketing Div. 2 - Corporate Planning Div. - Corporate Communications Dept. - Investor Relations Dept. Senior General Manager of Overseas Sales & Marketing Div. 2 Senior General Manager of Corporate Planning Div.	- Overseas Sales & Marketing Div. 2 - Corporate Planning Div. Senior General Manager of Overseas Sales & Marketing Div. 2 Senior General Manager of Corporate Planning Div.
Ryota Fukumizu Senior Vice President	- Monozukuri Div. Chief General Manager of Monozukuri Div. Chief General Manager of Gunma Plant	- Subaru of Indiana Automotive, Inc. President of Subaru of Indiana Automotive, Inc.
Ikuo Watanabe Senior Vice President	- Chief Monozukuri Officer (CMzO) - Engineering Div. Senior General Manager of Engineering Div.	- Monozukuri Div. Chief General Manager of Monozukuri Div. Chief General Manager of Gunma Plant
Shinichi Murata Vice President	- Risk Management Group - External Relations Dept. - Intellectual Property Dept. - General Administration Dept. - Sustainability Promotion Dept. General Manager of Risk Management & Compliance Office	- Risk Management Group - External Relations Dept. - Intellectual Property Dept. General Manager of Risk Management & Compliance Office
Kazuki Uejima Vice President	- Product Business Div. Chief General Manager of Product Business Div.	- Product & Portfolio Planning Div. Chief General Manager of Product & Portfolio Planning Div.
Akihiro Kato Vice President	- Parts & Accessories Div. Chief General Manager of Parts & Accessories Div.	- Japan Sales & Marketing Div. Chief General Manager of Japan Sales & Marketing Div.

Katsufumi Nakazawa Vice President	- Japan Sales & Marketing Div. Chief General Manager of Japan Sales & Marketing Div.	- Parts & Accessories Div. Chief General Manager of Parts & Accessories Div.
Kosuke Kawai Vice President	- Chief Cost Innovation Officer (CCIO) - Cost Innovation Promotion Office - Corporate Planning Div. - Engineering Div. - Product Business Div. - Purchasing Div. General Manager of Cost Innovation Promotion Office Senior General Manager of Corporate Planning Div. Senior General Manager of Engineering Div. Senior General Manager of Product Business Div. Senior General Manager of Purchasing Div.	- Cost Innovation Promotion Office - Corporate Planning Div. General Manager of Cost Innovation Promotion Office Senior General Manager of Corporate Planning Div.
Yoshihiro Saito Vice President	- Aerospace Company Company President of Aerospace Company	- Aerospace Company Company Vice President of Aerospace Company
Yoichi Hori Vice President	- CTO Strategy Office - Corporate Planning Div. General Manager of CTO Strategy Office Senior General Manager of Corporate Planning Div. General Manager of Value Strategy Office	- CTO Strategy Office - Corporate Planning Div. General Manager of CTO Strategy Office Senior General Manager of Corporate Planning Div. General Manager of Corporate Planning Dept.
Eiji Shibata Vice President (Newly-appointed)	- Chief Digital Car Officer (CDCO) - Engineering Div. Senior General Manager of Engineering Div.	General Manager of ADAS Development Dept. Senior Project General Manager
Nobuyuki Bando Vice President (Newly-appointed)	- Subaru of Indiana Automotive, Inc. Chairman of Subaru of Indiana Automotive, Inc.	Senior General Manager of Monozukuri Div.
Yuri Tsuji Vice President (Newly-appointed)	- Chief Information Officer (CIO) - IT Strategy Div. Chief General Manager of IT Strategy Div.	Senior General Manager of IT Strategy Div. General Manager of Cybersecurity Dept. Senior General Manager of General Administration Dept.
Hideyuki Kusabuka Vice President (Newly-appointed)	- Human Resources Dept. General Manager of Human Resources Dept.	Senior General Manager of Engineering Div. General Manager of Engineering Administration Dept. General Manager of Human Resources Dept.