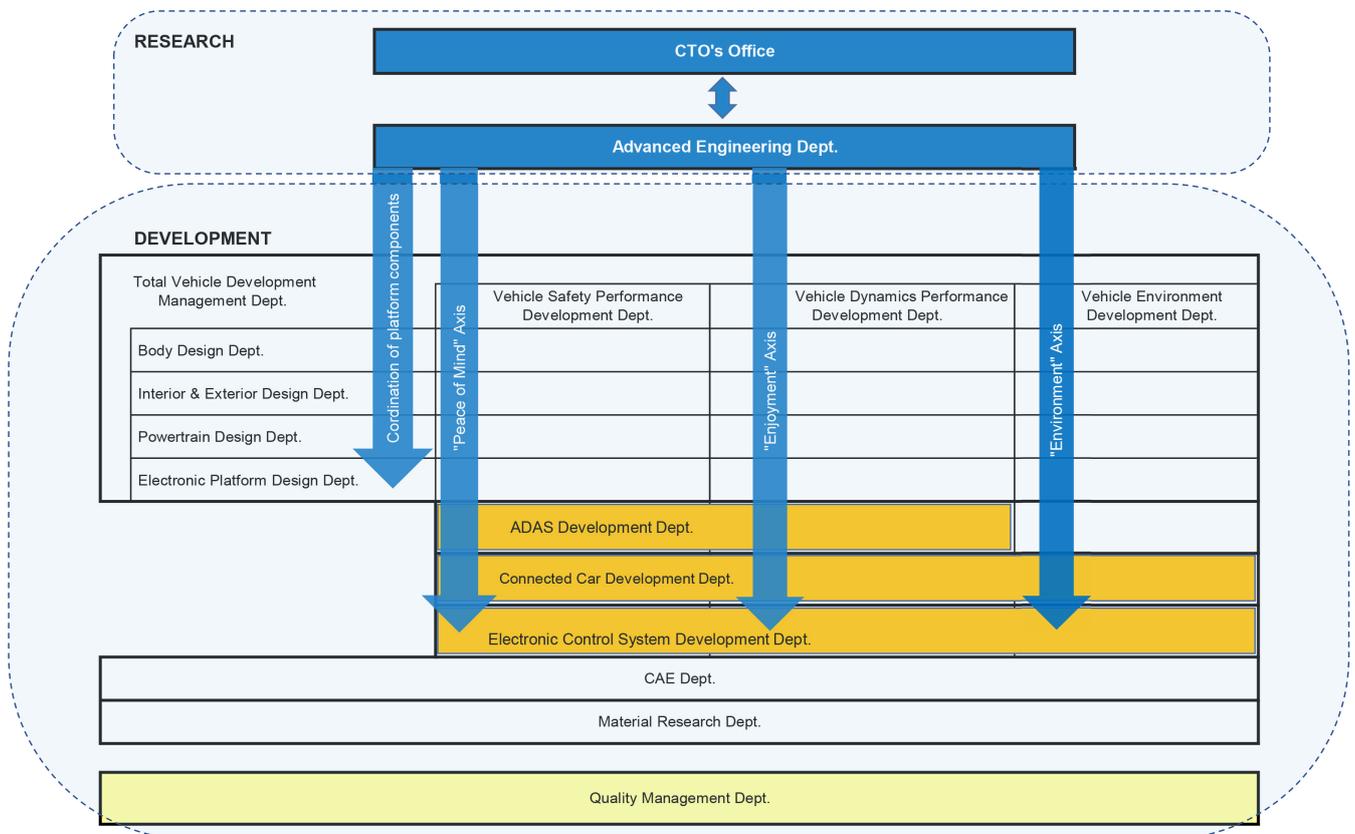


Subaru Corporation Announces Organizational Changes

Tokyo, July 1, 2021 – Subaru Corporation announces the following organizational changes in the Engineering Division effective July 1, 2021.

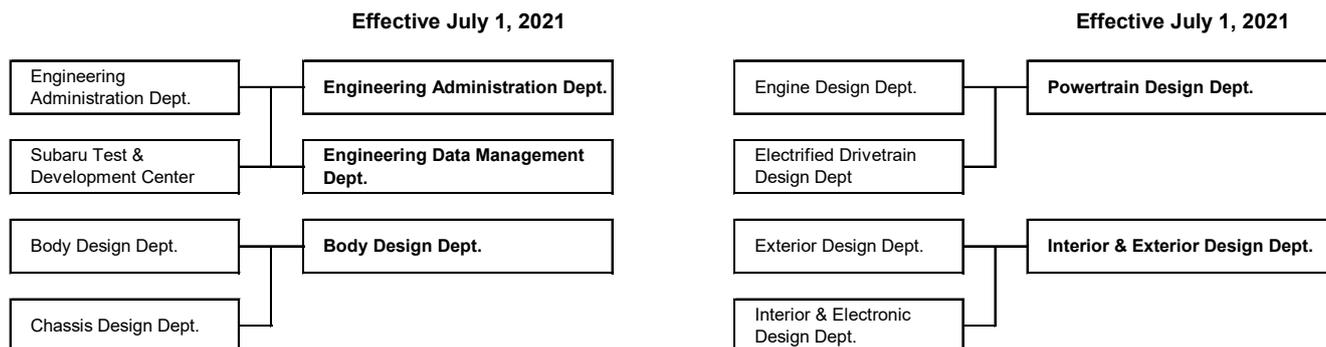
On April 1, 2021, the Engineering Management Division, Engineering Division 1 and Engineering Division 2 were integrated to form the Engineering Division as a single organization. As outlined in the May 11 briefing of the progress of the STEP mid-term management vision, the Engineering Division is shifting to a new structure that allows more flexible response to future technologies with an organization that organically combines value axes such as “enjoyment” and “peace of mind” with feature axes such as “body” and “interior and exterior.” Effective July 1, 2021, the Advanced Engineering Department will assume the task of overseeing each function of the feature axes from a perspective of value axes and have a team to advance vehicle electrification efforts, with the aim of accelerating Subaru’s environmental initiatives.



Departments are integrated and reorganized as follows.

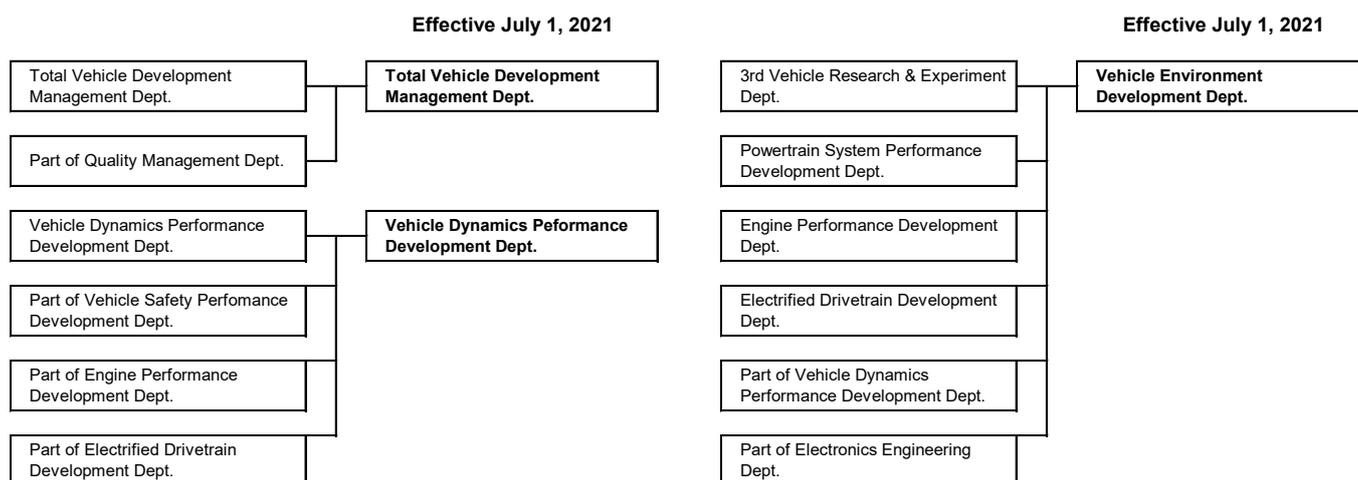
1. Integration and establishment of design and administration departments

With the aim of creating an organization that can develop future strategies, we will integrate the organization previously subdivided by element such as systems and parts, which will allow each department being responsible for vehicle functions instead of subdivided elements.



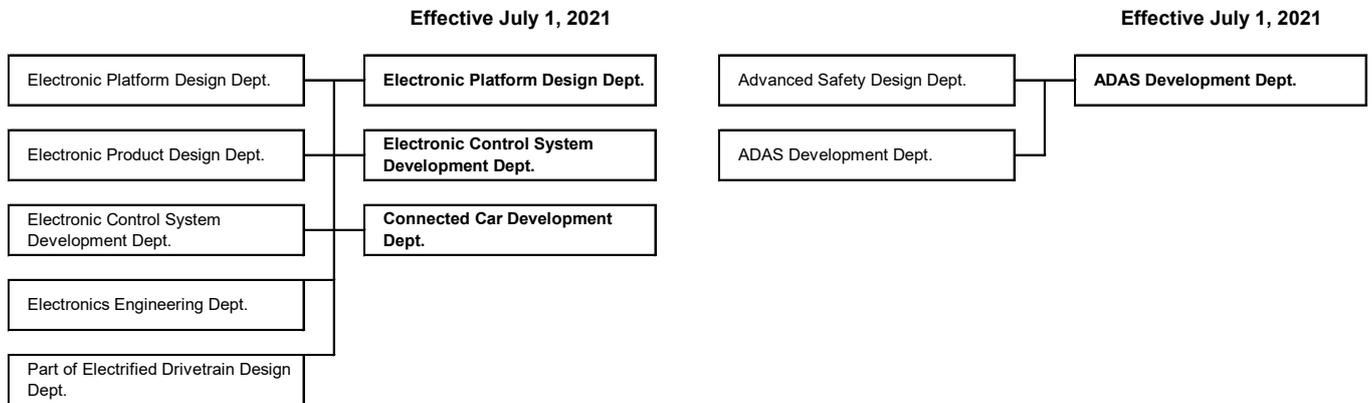
2. Integration and establishment of R&D departments

By clearly indicating the three value axes of “peace of mind,” “enjoyment,” and “the environment” that Subaru is committed to offering our customers, we aim to shift to an organization that can consider the value we provide in addition to performance.



3. Integration of design and R&D departments related to ADAS, connected car technology, etc.

We aim to create an organization that is well-suited to developing new technologies such as electrification technology, software, and communications.



Note: Not all the departments in the previous organization structure are stated in the above comparison figures.

Related past news announcements:

May 11, 2021 - Progress of the Mid-Term Management Vision “STEP” PPT (P16)

https://www.subaru.co.jp/press/news-en/2021_05_11_9756/

March 4, 2021 - Subaru Corporation Announces Organizational and Management Changes (Effective March 31, 2021; April 1, 2021; and June 2021)

https://www.subaru.co.jp/press/news-en/2021_03_04_9586/

January 6, 2021 - Subaru Corporation Announces Organizational Change (Effective January 1, 2021)

https://www.subaru.co.jp/press/news-en/2021_01_06_9409/

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