



# Update on the New Management Policy

SUBARU CORPORATION

Atsushi Osaki, Representative Director, President & CEO

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## Advancing initiatives based on the principle of “Flexibility” and “Expandability”



**Development**

- Monozukuri\* Innovation
- Value Creation



**Product**



**Production**

- **BEV Development / Production**
- **HEV Products / Production**
- **Manufacturing Plants**

\* Monozukuri: Manufacturing

## 4 SUVs to be in BEV lineup by the end of 2026 (Joint development)

- BEV SUV manufactured at Subaru's Yajima Plant will also be supplied to Toyota Motor Corporation (TMC).
- BEV SUV manufactured at TMC's U.S. Plant will also be supplied to Subaru.



**SOLTERRA**

**SUV**

Manufactured at  
TMC's U.S. plant



**SUV**

Manufactured at  
Subaru's Yajima Plant



Images are for illustration purposes only.



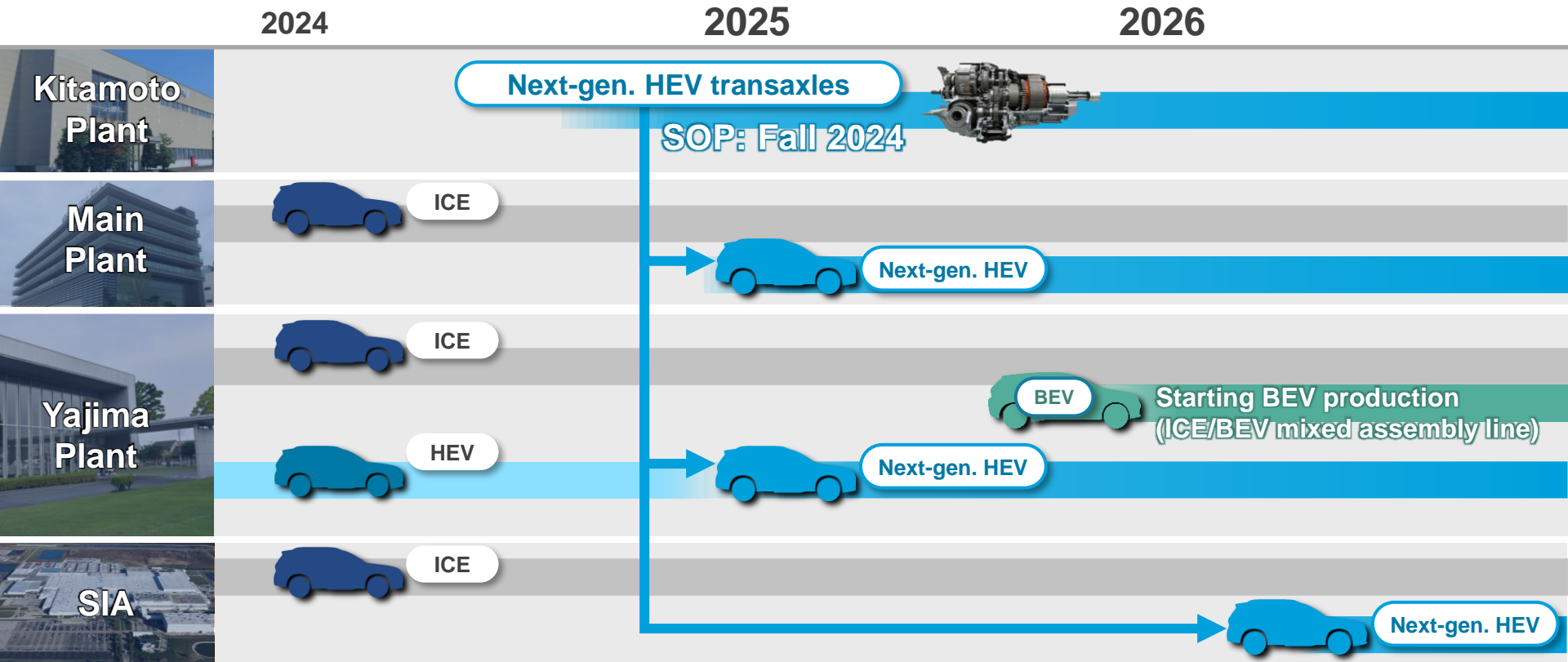
In addition to the Forester, a next-gen. hybrid version to be also introduced to the Crosstrek

Forester (ICE / Next-gen.HEV) to be produced both in Japan and U.S. (SIA)



Images are for reference only.

# Manufacturing Plants



## Going Forward

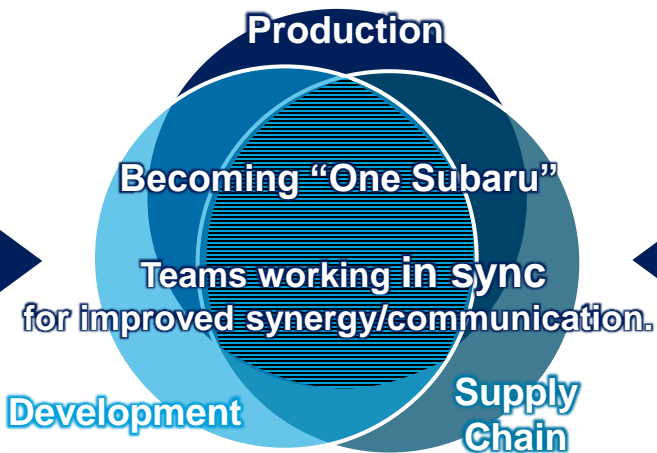


- Obeya activities\*
- Collaboration with partners

**Panasonic**  
ENERGY

**AMD**

**AISIN**



## Chief Officers

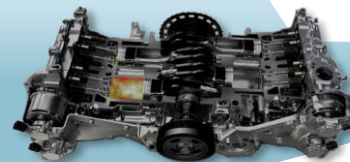
### Five Key Priority Areas

- Monozukuri (Manufacturing) Innovation
- Digital Car
- Cost Innovation
- Battery Business
- Connected Business

\*Obeya activities: Cross-functional alignment among project members to enable agile development through a holistic view/approach, aimed at value creation, problem solving and accelerated development across organizational boundaries.



**In-house-developed BEVs**  
to be added in the lineup  
(By the end of 2028)



**Enhancing ICE\* products**  
(Updates to be announced as appropriate)

\* Gasoline cars, HEVs, PHEVs, etc.



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