



Thank you, Mr. Sato.
Hello everyone, I am Atsushi Osaki from Subaru Corporation.

カーボンニュートラルで笑顔をつくる

Delivering Happiness to All through Carbon Neutral Technology

It gives me great pleasure to be part of this event today alongside my peers, Mr. Sato and Mr. Moro, with whom I share the same aspirations. I am also very excited to share my thoughts about the future of engines with you.

私たちは「笑顔をつくる会社」を目指す *Pursuing Our Vision of "Delivering Happiness to All"*



At Subaru, our vision is "delivering happiness to all."

Initially, this began with a focus on our customers, but it has extended to everyone, from business partners, employees, and shareholders to local communities in Japan, the U.S., and other countries and regions where we do business.

This vision also encompasses our children, grandchildren, and future generations.

Delivering happiness to all—this is our mission.

目的はカーボンニュートラル社会の実現

The Goal Is to Achieve a Carbon-Neutral Society



Part of these efforts to deliver happiness to all, including future generations, is our initiative toward achieving a carbon-neutral society.

To ensure that we preserve the Earth's precious environment for future generations, the auto industry, including Subaru, must make steady and realistic progress towards carbon neutrality across the entire lifecycle of our vehicles, in accordance with the actual conditions of individual countries.

The potential technologies capable of achieving carbon neutrality are diverse.

The technologies we choose are merely means to an end, and we must flexibly respond to various circumstances and requirements.

SUBARUの未来はSUBARUがつくる

The Future of Subaru Will Be Created by Subaru



BEVラインナップ**拡充**
Expanding the BEV Lineup

“柔軟性”と“拡張性”
“Flexibility” and “Expandability”



ICE系*商品**強化**
Enhancing ICE* Products

* ガソリン、HEV、PHEVなど
* Gasoline cars, HEVs, PHEVs, etc.

多様なお客様に選択肢を示す
Offering Choices for Diverse Customers



写真：アキラ、WESTEND/アキラ、TADAO KIMURA/アキラ

With this in mind, at Subaru, we are navigating this period of significant transformation with our approach of "flexibility" and "expandability."

It goes without saying that we are advancing our BEV-related technologies and services.

However, ultimately, it is up to the customer to decide what kind of car they want.

As we work toward achieving carbon neutrality in the automotive industry, we recognize the need for flexibility and diversity and the importance of offering our customers and society choices that embody the Subaru difference.

水平対向エンジン + AWD = SUBARU

Horizontally-Opposed Engine + AWD = SUBARU



For Subaru, internal combustion engines mean horizontally-opposed engines.

Our pioneering engineers considered the longitudinally-mounted, horizontally-opposed engine to be the logical and ideal power source for automobiles. This has evolved into Subaru's unique Symmetrical All-Wheel Drive (AWD) system, with superior packaging that leverages a symmetrical powertrain layout and the advantages of horizontally-opposed engines—lightweight, compact, a low center of gravity, reduced vibration, and superior collision safety.

We have been refining this technology for many years.

This comes from our unwavering desire at Subaru, both in the past and present, to provide our customers with greater "Enjoyment and Peace of Mind."

笑顔をつくってきた技術

The Technology That Has Been Delivering Happiness

<p>母からある日電話が、「フォレスター、何色が似合う? オプションは?」うきうきした声で笑みが伝わってきた。フォレスターは今では家族の一員、両親を守ってくれている。</p>		<p>購入してまだ1年弱ですが、四季新々様々な場所へ出かけ、その時に気が付かない細かなりましました。驚かすくらいは運転したくなる! 将来子どもにもこの楽しさを感じてほしいな〜って思ったり(笑)</p>		<p>Seamus and Bettie know safety, comfort and style when they see it!</p>	
	<p>10万キロに到達しました。この車との日々が本当に大層で、思い出がたくさん詰まっています。労わりながらも、まだまだ乗り続けて行きたいと思っています!</p>	<p>今年の結婚記念日は、妻を連れ出しドライブに出かけた。日常を離れ遠くの世界を目指す。そこで地元で上がった海の幸を食す。酒を飲む。今度は妻を何処へ連れて行く。</p>		<p>My Legacy started on the first try not missing a beat!! I love feeling safe in my Subaru with whatever swaying weather throws at me!! Thanks Subaru!</p>	
<p>以前に乗っていた車は荷物が載らなくて、できる事が限られていましたが、XVならキャンプや観光でサイクリングなんでもこなせるので、休日の過ごし方が豊かになりました。</p>	<p>インドアな趣味ばかりの私でしたが、今では毎週末、この車と豊かな自然を共に行くことがわたしの1番の楽しみです。私の人生も豊かにしてくれる最高のクルマです。</p>			<p>The outback is great in the snow and off road. Our 2 rescues love the car too!</p>	

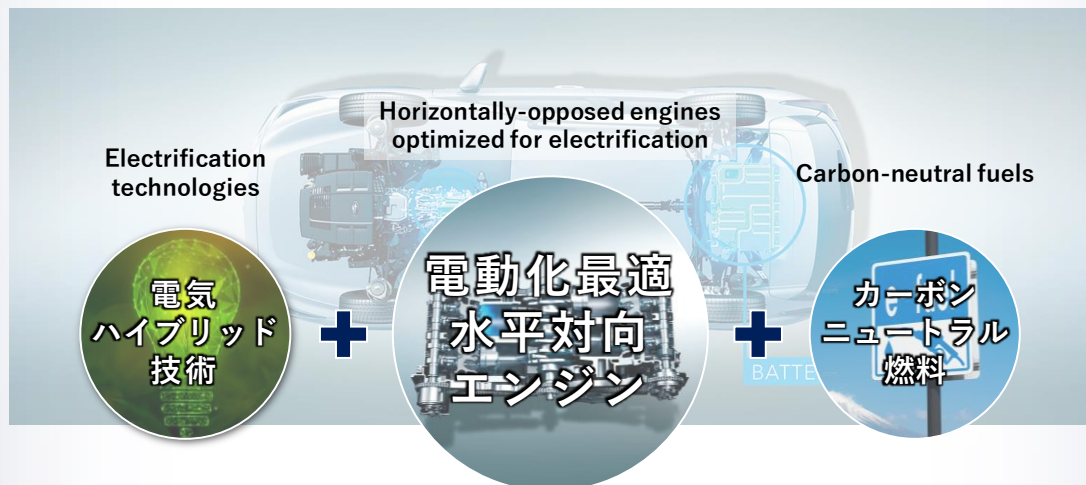
This commitment has brought happiness to many customers and enriched their lives with Subaru cars.

We are proud to have delivered happiness to customers around the world.

Our horizontally-opposed engine and AWD are not just technologies with a rich history and uniqueness; they are core technologies that underpin the “Enjoyment and Peace of Mind” we value so highly. This is indeed the very reason they have become symbolic icons of Subaru.

SUBARUのシンボルを未来につなぐ

Cultivating the Symbol of Subaru for the Future



This is why we continue to be committed to the two technologies: the horizontally-opposed engine and AWD.

While creating BEVs that embody the Subaru difference, we will continue to fulfill the expectations of our customers who have unwavering trust in and love for our horizontally-opposed engine and AWD.

To ensure the horizontally-opposed engine can continue to shine in the era of carbon neutrality, we will further refine electrification technologies. At the same time, we will further enhance our horizontally-opposed engines themselves with an aim to use carbon-neutral fuels in the future.

Japanese carmakers, including our three companies, have already gained a great deal of expertise by working together through the Super Taikyu Series framework, and we will continue our research toward practical application.

As to the initiatives mentioned earlier by Mr. Sato, Subaru is also eager to collaborate in efforts to promote the adoption of carbon-neutral fuels.

働く仲間もお客様も、誰一人置いて行かない

Ensuring No Colleague or Customer Is Left Behind



Achieving a carbon-neutral society is a challenge that must be undertaken not just by the three companies gathered here today, but by all of Japan's industries and society as a whole.

We are dedicated to ensuring that no one is left behind. This dedication extends beyond finished vehicle manufacturers like ourselves to encompass the entire supply chain that sustains our industry, as well as all our peers working in related industries.

Similarly, we value people's diverse preferences and will ensure that no customer is left behind.

Subaru is here today because we support the call to work together on co-creating the future, joining forces to advance engine technology where we can, while also maintaining good, fierce competition where we should, with the aim of achieving a carbon-neutral society.

Please look forward to the future of Japanese car manufacturing, as well as Subaru's continued innovative approach to car manufacturing in the future.



Thank you very much.

Now, I will hand over to Mr. Moro of Mazda, who will share his thoughts on the future of engines.