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The SUBARU Group Releases the *Integrated Report 2024* and *Sustainability Web 2024*

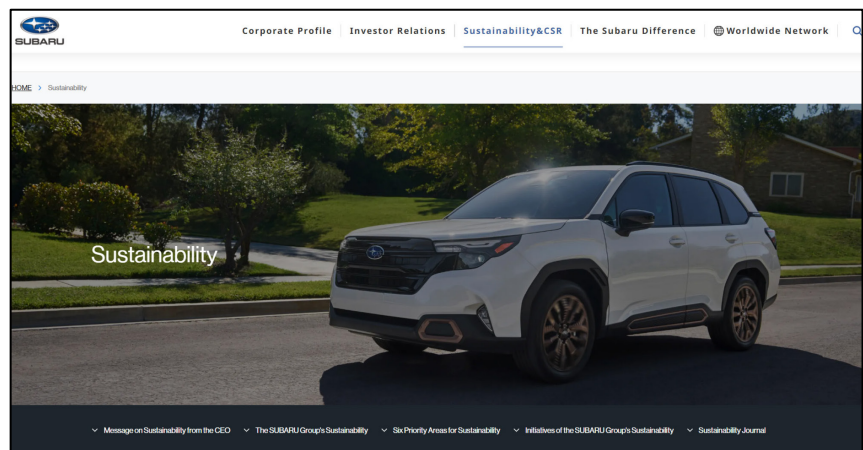
SUBARU has released its *Integrated Report 2024* and *Sustainability Web 2024*. Based on its vision of “Delivering Happiness to All,” the SUBARU Group seeks to combine sustainable corporate growth with the realization of an enjoyable and sustainable society. *Integrated Report 2024* and *Sustainability Web 2024* are designed to provide stakeholders with a better understanding of the business models, growth strategies, sustainability initiatives, and other efforts that the Group deploys toward realizing this goal.

We will utilize both the report and the website as tools for communicating with stakeholders to further enhance our disclosure activities going forward and to support the realization of our future vision.

Integrated Report 2024



Sustainability Web 2024



Links to English-Language Reports

Integrated Report 2024

URL : <https://www.subaru.co.jp/en/ir/library/annual-reports.html>

Sustainability Web 2024

URL : <https://www.subaru.co.jp/en/csr/>

■ **Main Content of the *Integrated Report 2024***

The report is structured in three main sections: Value Creation Story, Capital Strategy for Value Creation, and Management Infrastructure Supporting Value Creation. In these, we present the initiatives and approach on which the SUBARU Group is currently focusing its united efforts and the accumulated strengths and management infrastructure that are the necessary prerequisites for these activities. To take account of subsequent updates, the report also contains a fresh explanation of the approach underlying the SUBARU New Management Policy announced in August 2023. By explaining the SUBARU Group’s unique strengths and business models and the approach to manufacturing that is core to them, as well as the approach to enhancing relationships with customers, which forms the basis of our value creation, we have endeavored to create a better understanding of our value creation story. Additionally, the report offers enhanced disclosure in areas such as boosting corporate competitiveness through the six capital initiatives, strengthening governance as the management infrastructure, and promoting respect for human rights. By thus reinforcing information sharing throughout the report, we aim to help stakeholders gain a deeper understanding of the SUBARU Group’s initiatives.

■ **Main Content of *Sustainability Web 2024***

Sustainability Web 2024 presents a detailed account of the SUBARU Group’s approach, goals, and initiatives for sustainability from the perspectives of ESG. Recognizing changes in the social environment and thinking with regard to sustainability, at the SUBARU Group, we aim go beyond the perspective of corporate social responsibility to better leverage the value we provide and our strengths as SUBARU, thereby contributing not only to our own sustainability but that of society as well. To that end, we have evolved our Six Priority Areas for CSR into Six Priority Areas for Sustainability in our quest to generate both social and economic value. The website communicates our intention, through initiatives based on the new priority areas, to provide “Enjoyment and Peace of Mind” to our customers and other stakeholders, to be a truly global company driven by the efforts of each and every one of our employees, and to contribute to an enjoyable, sustainable society.

Value Creation Process

