



# New Mid-Term Management Vision (2018-2025)

July 10, 2018

SUBARU CORPORATION

# STEP



# Development of New Mid-Term Management Vision

## Intentions in developing the new Mid-Term Management Vision

**Prominence 2020**  
(2014-2020)

**New Mid-Term Management Vision**  
(2018-2025)

### ■ Background

- Changes in the external environment: Once-in-a-century changes in a mobility society
- Strains from the company's rapid growth: Lacking fundamental corporate strength

### ■ Intentions in developing the new Mid-Term Management Vision

- Restore trust by cultivating fundamental corporate strength as soon as possible.
- Stay true to the brand principle of providing “Enjoyment and Peace of Mind” to our customers.
- Make SUBARU more than just a company that is trusted by, and resonates with, our customers.

# Development of New Mid-Term Management Vision

## Progress on “Prominence 2020” initiatives

Goals	Marks	Current status	Directions to take in the new Vision
No.1 for customer trust	×	Issues stemming from “quality” and “corporate culture”. Facing a loss of trust.	Corporate culture reforms. Comprehensive quality enhancement to restore trust. No.1 for safety and peace of mind. Accelerate efforts to enhance the brand.
Strong brand	△		
Industry-leading high profitability	○	Changes in the sales environment. Deteriorating cost structures.	Achieve product enhancement and cost structure reforms at the same time.
Vehicle sales of 1.2 million-plus units	△	Efforts underway for growth in each market. Targeting 2020 to achieve the goal.	Further growth in the U.S., and steady growth in other markets.



- Still half-way to achieving “Initiatives to enhance the Subaru brand” and “Initiatives to build a strong brand” set out in the Prominence 2020 vision.
- Pressing need to address issues and challenges that have emerged in recent years. It is vital to restore trust and enhance fundamental corporate strength with a view to future growth.

# Development of New Mid-Term Management Vision

## Principle



### Management philosophy

Aim to be a compelling company with a strong market presence built upon its customer-first principle.

### Vision

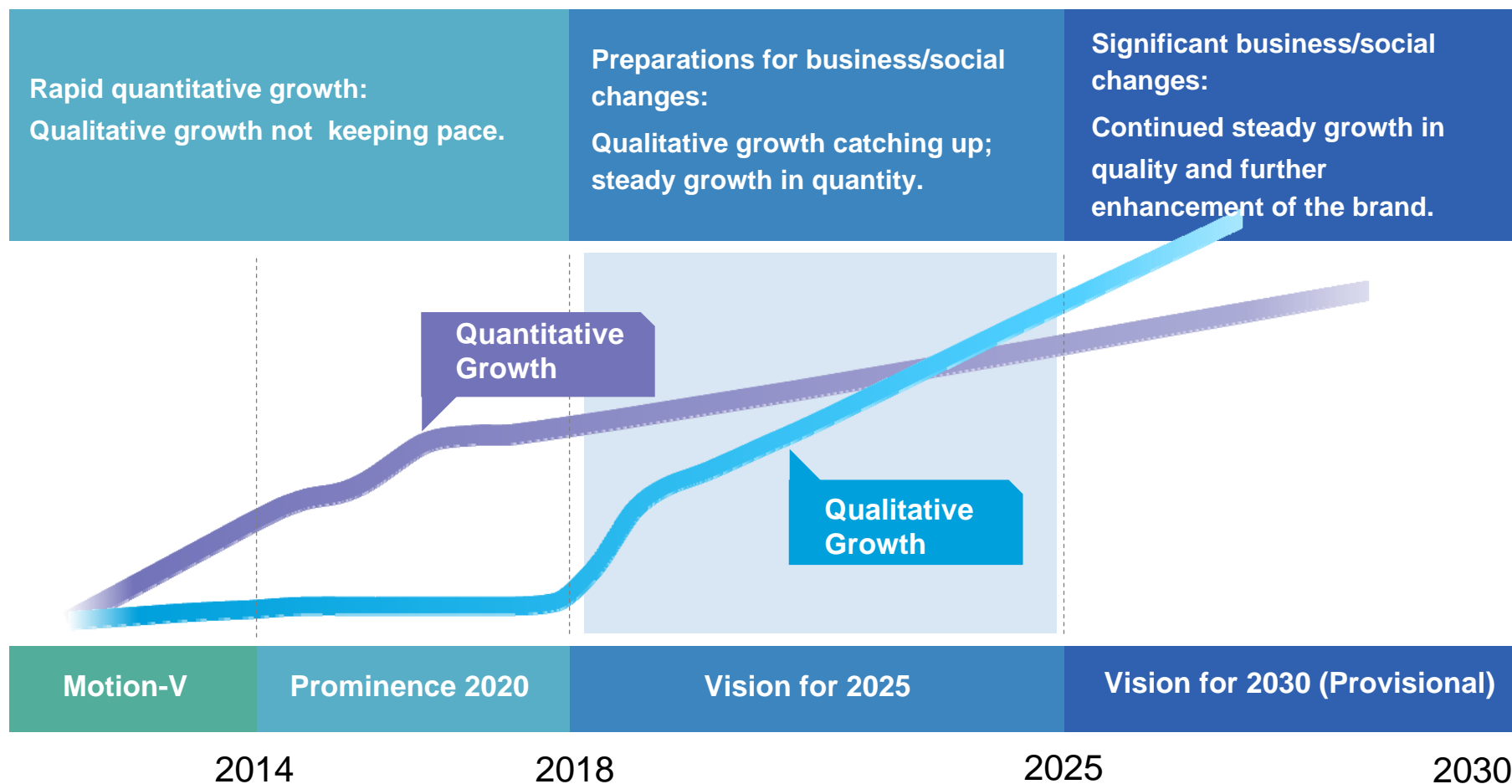
From a company making things, to a company making people smile

### Vision for 2025

1. Become a brand that is “*different*” from others by enhancing distinctiveness.
2. Engage in business activities that resonate with customers by putting them center-stage.
3. Fulfill corporate social responsibilities by contributing to diversifying social needs.

# Development of New Mid-Term Management Vision

## Concept and timeline



# Development of New Mid-Term Management Vision

Name of the vision



**Speed**

**Trust**

**Engagement**

**Peace of mind and enjoyment**

Speedily advance  
initiatives

Restore trust

Engage and  
resonate with  
customers

Provide “Peace of  
Mind and Enjoyment”  
to customers

**Take “Steady, Strong Steps”  
before a future JUMP over social changes.**

# New Mid-Term Management Vision: Three Key Pillars of Initiatives



## Initiatives overview (9 Boxes + 1)

0	<b>“Change the Culture”</b> Corporate culture reforms	<ul style="list-style-type: none"> <li>- Accelerate efforts to become “a company that does the right thing in the right way.”</li> <li>- Continuous efforts aimed at corporate culture reforms.</li> </ul>		
		“Mono-zukuri” (Car-making)	Sales and service	New mobility domain
1	Enhance corporate quality	Quality reforms	Enhance quality at customer contact points	Alliance enhancement
2	Build a strong brand	More enjoyment, more peace of mind	From “A car you can love” to “A car, a brand, and people you can love”	Generate new value through connected car technologies
3	Sustainable growth based on focus strategy	Launch “Make-a-Subaru” project	-Target 5% share in the U.S. - Steady growth in each region	Initiatives to create new technologies and businesses

Corporate culture reforms

***“Change the Culture”***

Become a company that can respond swiftly and flexibly to change by being more sensitive to the times and the outside world while preserving Subaru’s DNA.

**Rid the company of the “sore” that has been festering within it.  
Become a company where non-conforming conduct will never recur.**

■ **Accelerate efforts to become a company that does the right thing in the right way.**

**Compliance**

- Conduct comprehensive checks of compliance with all internal rules and the work of all employees. Strengthen compliance education.

**Governance**

- Reinforce group governance systems and ensure a high degree of transparency in information disclosure.

**Management**

- Strive harder to stay close to the “genba” (the actual worksite). Learn more from the outside.



# Continuous Efforts to Step up the Level as a Company



## Corporate culture reforms

### *“Change the Culture”*

Become a company that can respond swiftly and flexibly to change by being more sensitive to the times and the outside world while preserving Subaru’s DNA.

#### ■ Corporate culture and human resources/organization:

- In order to develop an energetic, open-minded corporate culture, implement efforts to change, starting with the senior management and progressively moving downward.
- Strengthen the critical thinking abilities of individual employees. Reform systems, mechanisms, and the organization to support the effort.

#### ■ Review CSR activities:

- Six priority areas redefined to step up activities .

#### ■ IT adoption to overall business activities

#### 6 Priority Areas for CSR

Priorities specific to Subaru	People-oriented car culture
	Resonance and coexistence
	Peace of mind
Society's expectations	Diversity
	Environment
	Compliance

Enhance corporate quality

**Strive to be No. 1 for “the quality that enables customers to enjoy long-term ownership with peace of mind.”**

- **Review all processes, from product planning to production, to ensure quality**
- **Step up the level of manufacturing plants:**
  - Simultaneously step up quality, productivity, efficiency, and flexibility through IT adoption.
  - Maximize strengths of our Japan / U.S.-centered manufacturing footprint.
- **Reinforce quality management systems:**
  - Strengthen the CQO's authority. Enhance quality assurance functions (concentrate functions on Quality Assurance Division and reinforce the organization).
- **Improve quality at customer contact points:**
  - Improve service operations to address rapid growth in customers.
- **Invest in facilities for quality enhancement**

**Investment framework of 150 billion yen (over 5 years) in enhancing overall quality**

Sustainable growth based on focus strategy

Launch a new initiative aimed at raising customer value with “high quality,” “high added value,” and “low costs.”

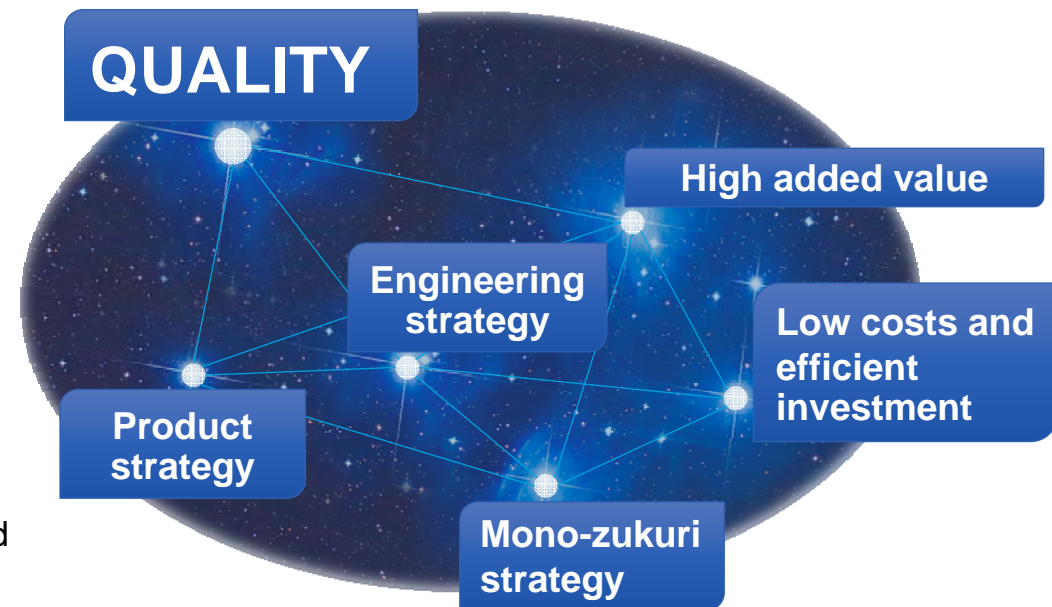
## Launch “Subaru-zukuri” (Make-a-Subaru) Project

### “Subaru-zukuri” :

Comprehensive efforts in elevating “car-making” to “a-Subaru-making” that go beyond manufacturing, involving the whole process of raising customer value ranging from product planning to service activities.

### Key points in the project

- Involves initiatives from all directions with quality at the core.
- Coherent activity, with every area of initiatives linked to one another.
- To be conducted with a long-term perspective.



**Raising customer value**

# Efforts to Enhance Safety and Peace of Mind (1)



Build a strong brand

**Pursue “protecting people’s lives.” Aim to eliminate traffic accident deaths\* by 2030.**

\* Traffic accident deaths of Subaru drivers/passengers and people including pedestrians/cyclists Subaru cars collide with.

## ■ Ensure safety of mobility by enabling vehicles to assist with tasks where humans can make mistakes with, while respecting tasks that humans are skilled at.

- Start with enhancing the Level 2 driving assist technologies and further strengthening crash safety performance.

### SUBARU’s automated driving



**Rather than develop high-cost driverless vehicles, develop vehicles with affordable automated driving technologies that anyone can enjoy their driving with.**

2020  
Expressways, etc. (Level 2)

2024  
Expressways, etc. (Level 2 or higher), Automated parking (Level 4)

Actively collaborate with other companies in infrastructure partnerships and big data utilization.

## Efforts to Enhance Safety and Peace of Mind (2)



Build a strong brand

**Aim to have customers feel greater “peace of mind with Subaru.”**

- Enhance safety and peace of mind while driving by adding connected car technologies and intelligent technologies to Subaru’s overall safety.
- Evolution of EyeSight:  
“Just stopping isn’t enough.” ... Comfort and peace of mind for all driver and passengers.

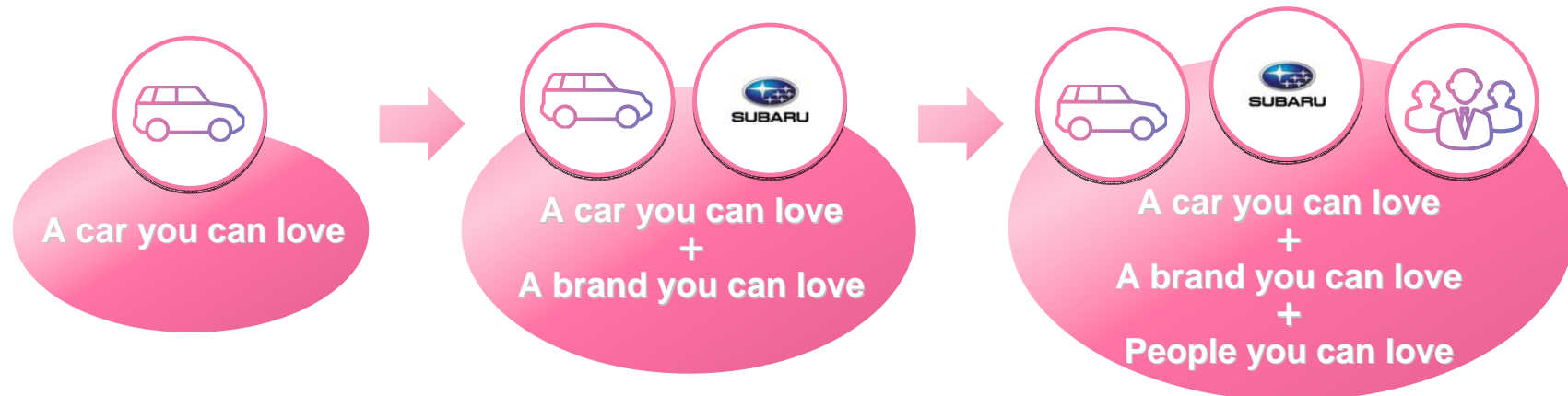


# Efforts to Build a Strong Brand (1)

STEP

## Build a strong brand

Value connections between people and implement activities where SUBARU, dealers, customers, and the community interact.



### U.S.



### Japan





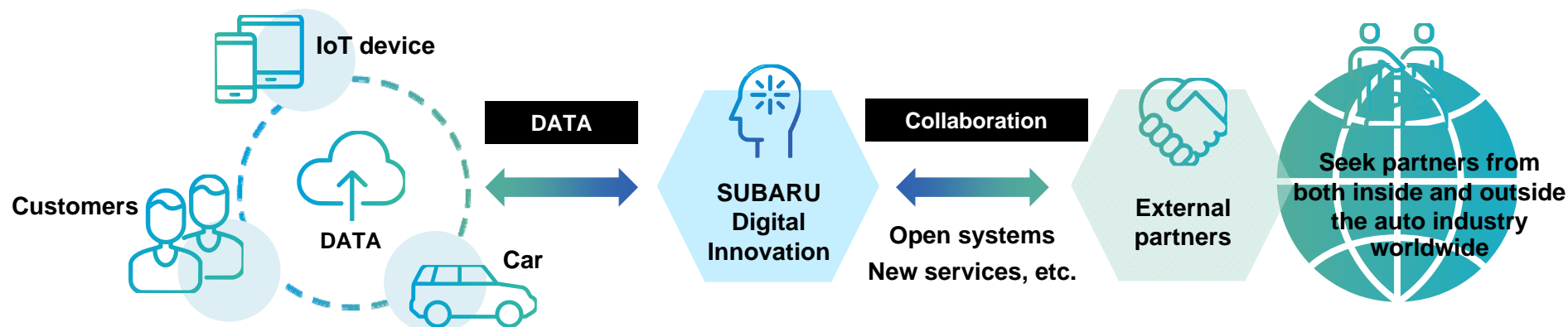
## Efforts to Build a Strong Brand (2)



Build a strong brand

**Launch SUBARU Digital Innovation.**

**Enhance communication with customers utilizing connected car technologies.**



Collaborate with external partners to generate new customer value utilizing connected car technology and data, in order to engage and resonate with individual customers.

### SUBARU's connected car



Global roll-out of Subaru's STARLINK connected car service. Make connected car services available in more than 80% of new vehicles sold in major markets (Japan/US/Canada) by 2022, while examining future possibilities for collaboration to develop and expand future service platforms.

Build a strong brand

## Product launch direction: Enhancement of SUV and sports models

- **Launch fully-redesigned versions for key models every year. Enhance distinctive SUV and sports models.**  
Enhancement of
  - SUV lineup and variations.
  - Sports models incl. STI models.
  - Subaru Global Platform (SGP) (pursue “dynamic quality feel”).

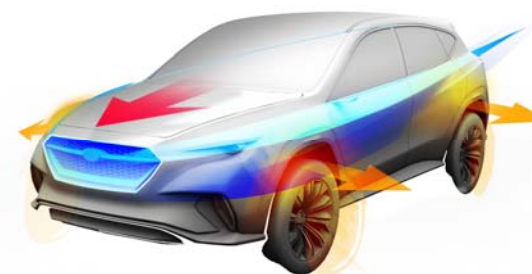
	2018	2021	2025
New model	Global strategic SUV		
Existing model	Continuous launch of new models Expansion of SUV variations		
Sports	Enhance sports models incl. STI models		
Platform	Enhance Subaru Global Platform		
Environmental initiatives	Plug-in Hybrid	Redesigned horizontally-opposed DST*	
		Global launch of EV	
		New HEV	

\* DST: Downsized turbo engine

## Design direction: New concept design

- **Evolve Subaru’s “Dynamic x Solid” design identity to “bolder” expression.**

*BOLDER*





Make environmental contributions by enhancing environmental performance of products and through overall efforts in business activities and product offerings.



Subaru's views on the relationship between its products and the environment

Reliability/Longevity

Safety

Utility

Domains where Subaru can make environmental contributions to society by reducing waste associated with accidents, traffic congestion, and unnecessary parts replacements, etc.

Fuel economy

Environmental performance of the products

- Aim to reduce CO<sub>2</sub> emissions from Subaru cars by expanding electric vehicle line-up (EV, PHEV, HEV) and improving fuel economy of existing gasoline-engine vehicles (electric power management, weight reduction, etc.).
- Gradually increase proportion of eco-friendly vehicles and form optimum product line-up for each market, with utility and customer preferences in mind.

## SUBARU's electrification

Focus Subaru's original technologies on creating distinctive, non-commoditized electric vehicles. Actively collaborate in base technology development and standardization.

Enhance corporate quality

Drive forward collaboration with Toyota in the areas of “making ever-better cars ” and “addressing transformation in a mobility society,” while maintaining the distinctiveness of Subaru’s management and products.

- **Joint development of eco-cars and environmental technologies to address the demands of the times:**
  - Collaboration with a view toward expanding electrification, including joint development of basic structural technologies\* for electric vehicles. (\* Through participation in EV C.A. Spirit Corporation)
- **Broad collaboration with a view toward providing new value and services for vehicles through new-generation technologies:**
  - Strengthening of partnerships in new-generation technologies for connected cars, security, etc.
- **Efforts to make “emotion-evoking” cars and foster car culture:**
  - Joint development of 86/BRZ.
  - Jointly-run initiatives and events to cultivate car culture.



**TOYOTA**

Sustainable growth based on focus strategy



## Establishment of SUBARU-SBI Innovation Fund (July 9, 2018)

### Overview

- Invest 10 billion yen over 5 years in start-up companies.
- Aim to generate new value through synergy between the Subaru brand and the seeds of new technologies and businesses possessed by start-up companies.

### Objectives

- Obtain information on advanced technologies and business models from outside and seek new technologies and business models.
- Supplement efforts to raise value provided by automotive and aerospace businesses.
- Create frameworks for generating innovation and cultivate human resources.

Sustainable growth based on focus strategy

**Maintain growth in the U.S.**

**Aim for sustainable growth in the approach suited to each market.**

Region	Approach
<b>North America</b>	Target 5% share in the U.S. Strengthen retailer networks in low-share states centered on the Sunbelt.
<b>Japan</b>	Home market to be retained. Maintain current monthly sales level of 10,000 units*, while overall industry demand is expected to gradually diminish. (*Passenger vehicles excl. mini vehicles.)
<b>Asia, Oceania, Russia, Middle East</b>	Accelerate efforts in each market with a view to growth, including expanding sales networks. Aim for substantial growth in Asian markets, with the Forester production launch (2019) in the CKD assembly plant in Thailand.
<b>China, Europe</b>	Maintain the current sales volume level. Speed up responses to market and policy changes and constantly update strategy on a rolling basis.

## ■ Sales plans (FYE2019 vs FYE2026)

(10 thousand units)

	Japan	North America	Other	Total
<b>FYE2019 (plan)</b>	15	77	18	110
<b>FYE2026 (plan)</b>	15	92	23	130
<b>Change</b>	±0%	+ 20%	+ 27%	+ 18%

## ■ Production capacity (FYE2021)

(10 thousand units)

	Japan	Overseas		Global Total
	Gunma	SIA	Asia CKD	
<b>Standard operations</b>	69.6	43.6	1.4	115
<b>At full capacity</b>	77.9	49.7		129



Enhance aerospace business with a view to expanding the Subaru brand in the sky and space.

■ **Continue efforts aimed at shifting from self-sustainability to stable growth.**

■ **Promote technology verification project with a view to the next generation.**

- Create next-generation businesses and technologies and prepare for development of mobility society.

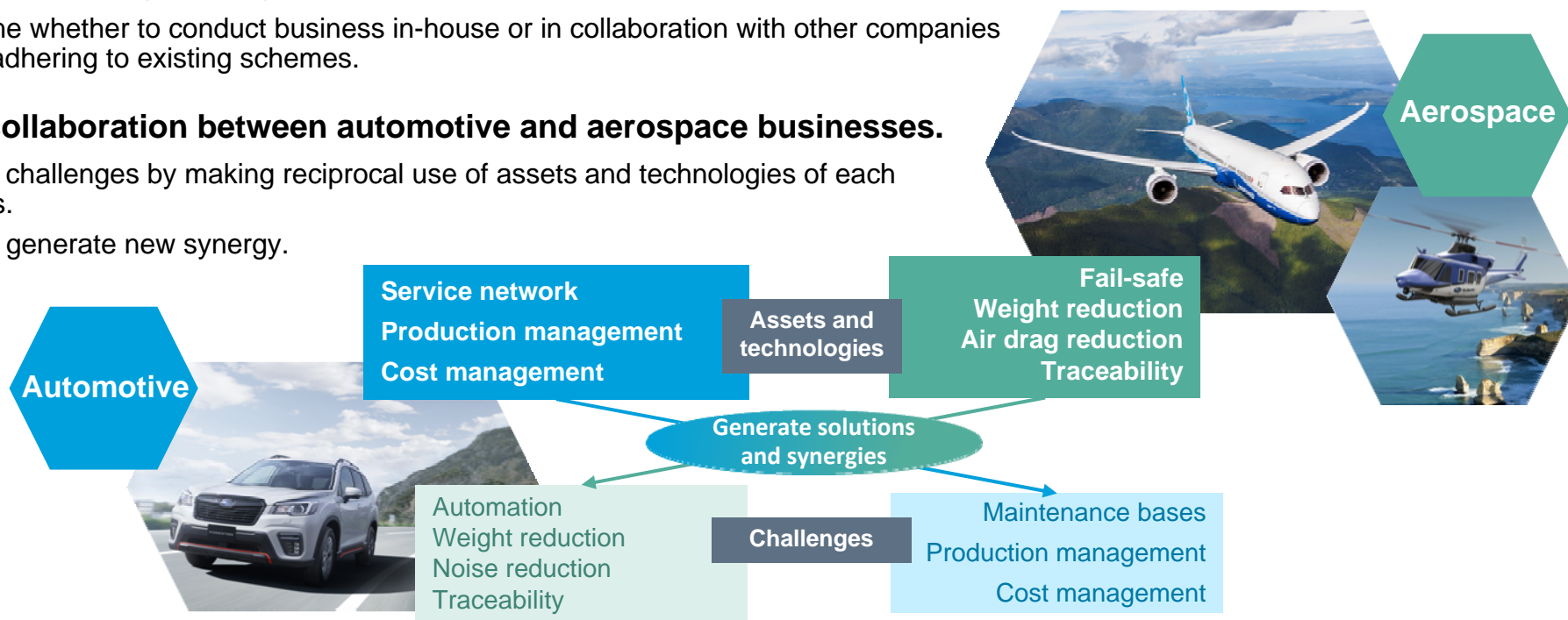
■ **Establish partnering strategy.**

- Determine whether to conduct business in-house or in collaboration with other companies without adhering to existing schemes.

■ **Promote collaboration between automotive and aerospace businesses.**

- Address challenges by making reciprocal use of assets and technologies of each business.
- Strive to generate new synergy.

Business plan (FYE2019-2026 total)	
Operating profit	60 billion yen
New investment	50 billion yen
Cash flow	+ 30 billion yen



# Profit Plan and Capital Policy



- Increase strategic investment and R&D spending.
- Ensure industry-leading profitability while implementing the above. (Target operating margin of 10% or higher)
- Ensure equity ratio of 50% or higher. Ensure ROE of 10% while aiming for 15% or higher.
- Manage net cash in light of business conditions, with a minimum level set at two months' worth of net sales.
- Deliver well-balanced return of profits to all stakeholders. Position dividends as the main form of return to shareholders, with an emphasis on stable, continuous returns.
- Yearly dividend for the next three years at 144 yen per share. Conduct share repurchases flexibly depending on cash flow.

## Profit Plan for FYE2019-2021 (3 years)

(105 yen/USD)

Net sales	10 trillion yen
Operating income	950 billion yen
Operating margin	9.5%
R&D expenses	400 billion yen (+ 18%)
Capital expenditures	450 billion yen (+ 3%)
Depreciation and amortization	300 billion yen (+ 29%)

( ) : Percent change from previous 3-year period (FYE2016-2018)

## Capital Policy

Net cash		Two months' worth of net sales at minimum
Equity ratio		50% at minimum
ROE	Minimum	10%
	Target	15%
Shareholder returns	Yearly dividend per share	144 yen
	Share repurchases	To conduct flexibly



**SUBARU**