



SUBARU

SUBARU Technology Briefing

Jan. 20, 2020

NOTE)

This document is an English translation of an original Japanese document. If there are any discrepancies between this document and the original Japanese document, the original Japanese document prevails.

Opening Remarks from President and CEO Tomomi Nakamura



Mid-Term Management Vision “STEP” (announced in July 2018)



STEP



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



Mid-Term Management Vision “STEP” (announced in July 2018)



<Vision> From a company making things, to a company making people smile



2025 Vision



Different

Become a brand that is “different” from others by enhancing distinctiveness

Customer-First

Engage in business activities that resonate with customers by putting them center-stage

Corporate Social Responsibility

Fulfill corporate social responsibilities by contributing to diversifying social needs

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Is SUBARU “Different” from Others?



Conversations SUBARU employees often have

From someone encountered for the first time



My father owns his 3rd SUBARU now.

From survey firm staff



It's always fun to talk with SUBARU customers.

From immigration officers

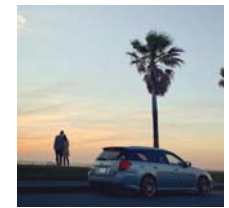
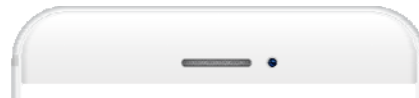


Oh, you're working for SUBARU. A friend of mine loves his WRX so much!

Is SUBARU “Different” from Others?



Owners smiling with their SUBARUs



SUBARU is like a family member

SUBARU with families and pets

SUBARU expressed with “love” rather than “like”

What Makes SUBARU “Different”



Customer expectations

Long-term use

Enjoy driving

Safe travel

New exciting experiences



Functional values

Solid performance base

All-around safety performance
(Primary/Active/Preventive/Passive)

AWD

Durability

Practicality



Through the life with SUBARU vehicles, customers come to feel and express its life-enriching benefits, not just functional values

Safety

Caring for loving family and friends

Longevity

Making a series of precious memories

Adventure/Versatility

Enriching lives and leisure time

What Makes SUBARU “Different”



Strong emotional connection with customers = “Different”

**What makes us “Different” is coming from
passions and dedications of our employees
pursuing the utmost SUBARU**



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<Vision> From a company making things, to a company making people smile



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Roots of SUBARU



**Our DNA as an aircraft manufacturer
Safety as first priority**

Philosophy of “Safety-First”



**Because cars carry
the most precious cargo**

SUBARU seriously aims to eliminate fatal traffic accidents.

Toward “zero fatal accidents*” in 2030

*Fatal traffic accidents of Subaru drivers/passengers and pedestrians/cyclists Subaru cars collide with

Global Environment Preservation

2050

On the well-to-wheel basis, we will pursue our goal of reducing the average CO₂ emissions from new passenger cars by at least 90% by 2050, compared with 2010.

2030

By 2030, we will pursue our goal of increasing the ratio of electric vehicles (EV) and hybrid cars to at least up to 40% of the gross number of vehicles sold globally.

In the early 2030's, all commercial SUBARU cars will be equipped with electric powertrain technology.

SUBARU will accelerate the development of fundamental technologies for EVs and hybrid cars with support from alliance partners and continue offering products accentuating SUBARU's distinctions even in the emerging electric age.

SUBARU will contribute to building a carbon-free society through our distinctive and technological innovations.

Direction of SUBARU's Car-making





SUBARU

SUBARU Technology Briefing

Technologies that Make a Subaru a Subaru, and their Evolution

Jan 20, 2020

Tetsuo Onuki
Director of the Board, Executive Vice President & Chief Technology Officer

Maintaining the Spirit of SUBARU in the Coming Age



1 What SUBARU Has Delivered

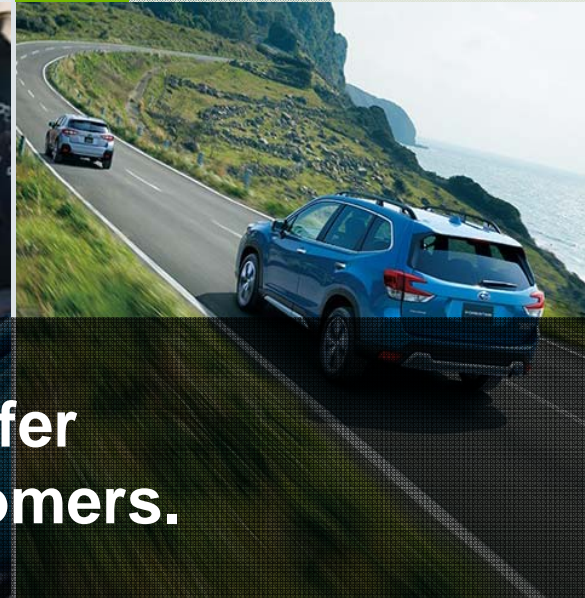


2 Technologies Accentuating "SUBARU-ness"

I
Enjoyment and
Peace of Mind



II
Environmental
Technologies



We will continue to offer
"SUBARU-ness" to customers.

Maintaining the Spirit of SUBARU in the Coming Age



1 What SUBARU Has Delivered



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1. What SUBARU Has Delivered

Human-Oriented Car-Making



Excellent
Visibility
Comfortable
Package

高速安全設計:視界の広いパノラミック・ウィンドー

フロント・ウィンドーの面積はこのクラス最大、1500cm²をしのぎます。激しい風雨の中を高速運転するとき、広大な視野の中を走りぬくとき…視界の広い「パノラミック特性」が生きてきます。

●人間工学設計の運転席

“使いやすさ”を徹底的に追求しました。たとえば、独特の傾斜角をそなえたインストルメントパネルでメーターのガラスは表面反射ゼロ。計器類の配置も合理的。ツマミ類はワンタッチシステムです。アシメボード固りは全てパッドアップしました。安全性への配慮も十分にこらされています。



●背もたれ角度はフリージャスト。背もたれをお好きな角度にセットできる後部調整装置つきです。高速で走るとき、ムッタリと流るとき…走行条件に応じて理想的な運転姿勢がとれます。

●ハイウェイ時代の高速安全設計

- (1)前輪デュオサーボブレーキ、後輪リーディングブレーキ。後輪にも自動調整、前後の優れたコンビネーションで制動は確実。
- (2)視界の広いパノラミックウィンドー。
- (3)エンジンフードはリヤシートの下。最も安全な場所に配置しました。
- (4)田中の高速運転に最適な2スピードワイパー(2S)はシングルスピード。ワイパーが広いので視界は良好です。
- (5)フロントシートにはサーブティベル取付装置を設置しました。ベルトはO.D.部品。



●悪路でも快適な車心地

前輪はワイッシュボーン、後輪はトリーディングフォームの4輪独立懸架。パネはトーションバー（後輪はコイルスプリング併用）。独特のインボードブレーキ方式で、パネ下重量を低減しました。デコボコ道でもピンチングやローリングの少ない快適な車心地が楽しめます。

安全で居住性満点の運転席

運転席が最前部にあるので、踏切り時停止をする時、見通しがよく安全。シートはソフトなベンチタイプとなり、これも室内巾一ぱいにひろがりました。ミラーも両側のフロントパネルに、方確認が一層楽になりました。



SUBARU's human-oriented car-making will never change.

1. What SUBARU Has Delivered



Bringing New Values to Cars

“Enjoyment and Peace of Mind” are SUBARU’s distinctive spirit, which is to be constantly forged through the ages

Pioneering new categories



LEGACY Touring Wagon
Vans with sporty performance
→ **The basis of touring wagons**



↓ + Rough-road capability
The basis of OUTBACK



Forester
Crossover vehicles with superior on-road driving performance and rough-road capability
→ **The basis of modern SUVs**

BOXER Engine



Symmetrical AWD



Creation of technical values

SGP (Subaru Global Platform) developed with a focus on human senses
→ **Dynamic Quality**



Passive safety performance made possible by the symmetrical power unit
All-around safety based on compatibility
→ **Leading passive safety performance**



Camera technologies originally developed for combustion visualization
→ **The world's first stereo camera only driver-assistance system, "EyeSight"**



SUBARU has constantly presented unique and proprietary technologies and brought new values to cars.

1. What SUBARU Has Delivered



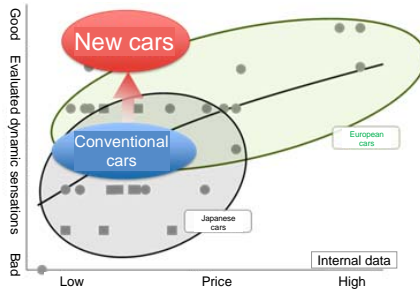
SUBARU GLOBAL PLATFORM

SUBARU GLOBAL PLATFORM has enhanced the values of “Enjoyment” and “Peace of Mind.”

Dynamic Quality

Driving Quality

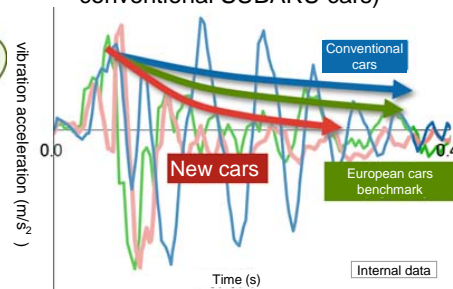
High levels of comfort and maneuverability



Superior dynamic quality superior to that of European cars

Quietness

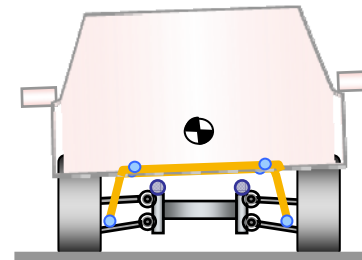
Quietness and dynamic rigidity comparable to those of European vehicles (1.8 times greater than conventional SUBARU cars)



Vibrations quickly attenuated

Stiffness & Stability

Top-class stability



The stabilizer system directly mounted on the vehicle body reduces vibrations

Package

Increased interior width and height



Maintains top-level

Passive Safety Performance

The SUBARU Global Platform underpins “Enjoyment and Peace of Mind.”

1. What SUBARU Has Delivered

The Value of “Safety”



Europe

EURO NCAP
Subaru Forester
★★★★★
BEST IN CLASS 2019
Small Off-Road/MPV

Japan

2018 JNCAP 大賞 (First Prize)
2018 JNCAP ファイブスター賞 (5 Stars)
2019 JNCAP ASV+++ (Preventive Safety Performance)

USA

2019 IIHS TOP SAFETY PICK+
5-Star Safety Ratings
More Stars. Safer Cars.
U.S. Department of Transportation

Australia

ANCAP SAFETY
TESTED 2019 ★★★★★

- JNCAP ASV+++ certified: 2019 FORESTER (with EyeSight)
- JNCAP 5 Stars & First Prize: 2018 FORESTER
- 2019 IIHS “TSP+” certified: 2020 IMPREZA 4DR, IMPREZA SPORT, IMPREZA SPORT HYBRID, LEGACY, WRX, ASCENT, and FORESTER (with EyeSight and LED headlights)
- US-NCAP 5 Stars: 2020 IMPREZA 4DR IMPREZA SW, CROSSTREK HYBRID ASCENT, and FORESTER
- Euro NCAP 5 Stars & Best in Class: 2019 FORESTER
- ANCAP 5 Stars: 2019 FORESTER

Always receives top level evaluations in vehicle safety assessments

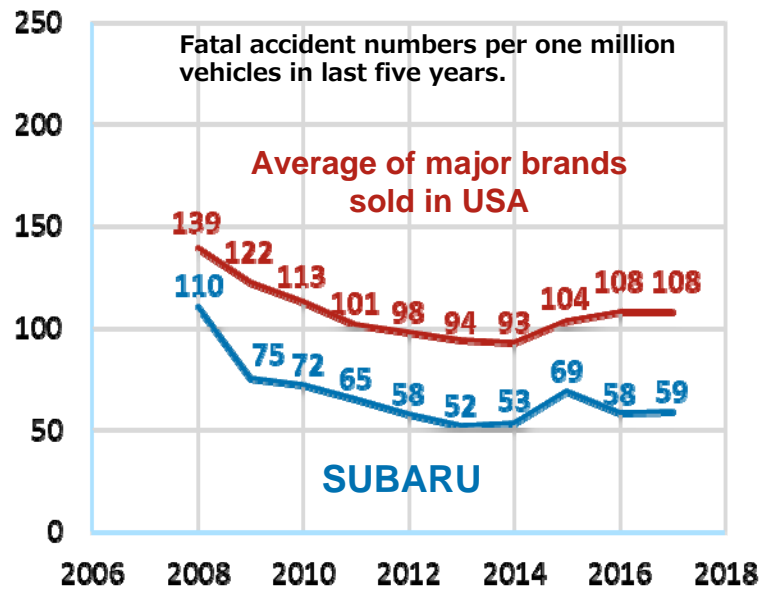
1. What SUBARU Has Delivered

Facts about Fatal Traffic Accidents



USA

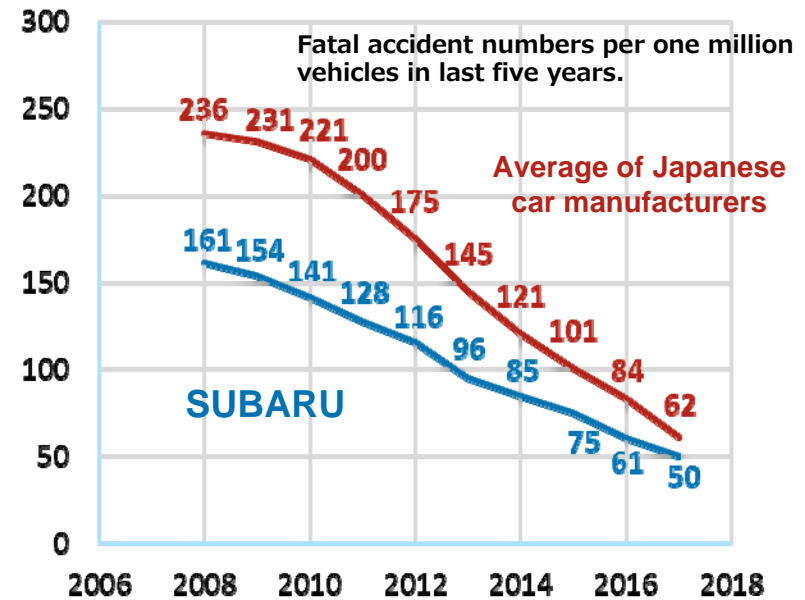
Calculated by SUBARU based on FARS data



Average of 13 major brands sold in USA, including SUBARU (excluding trucks and large SUVs)

Japan

Calculated by SUBARU based on ITARDA data (including severe injuries)



Average of 8 Japanese car manufacturers, including SUBARU (including light vehicles but not trucks)

SUBARU has realized lower fatal accident rates in USA and Japan for the last decade.

1. What SUBARU Has Delivered

A TV Spot for the U.S. Market



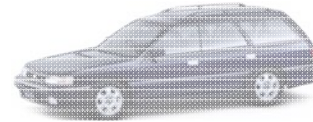
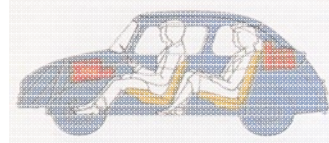
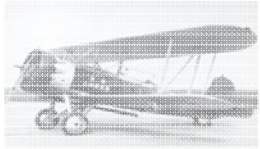
Movie played at the briefing

*You can watch it at the following link.

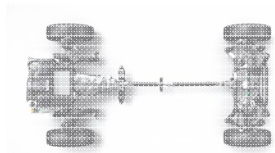
<https://www.youtube.com/watch?v=hkw3B4QPyFk>

1. What SUBARU Has Delivered

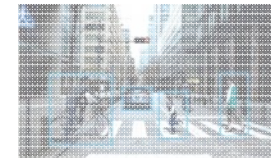
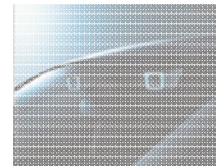
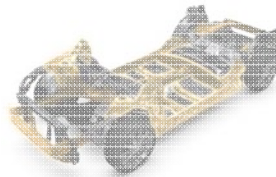
What is "SUBARU-ness?"



**Human-oriented thinking.
Thorough consideration of what is important for users.
Bringing new values to cars.**



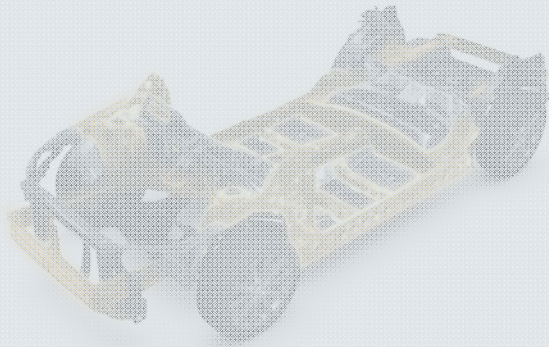
**We think this is
"SUBARU-ness."**



Maintaining the Spirit of SUBARU in the Coming Age



1 What SUBARU Has Delivered



2 Technologies Accentuating "SUBARU-ness"

I
Enjoyment and
Peace of Mind



II
Environmental
Technologies





Integration of Artificial Intelligence (AI) Technologies

The integration of AI technologies and the Subaru Global Platform is the key to continually offering “Enjoyment and Peace of Mind”

- Monitoring condition of driver
- Correction of recognition, judgment, and operations
- Mitigating damage in the event of an accident

Peace of Mind



Enjoyment

- Dynamic quality
- Connecting with cars
- Excitement of being able to go anywhere

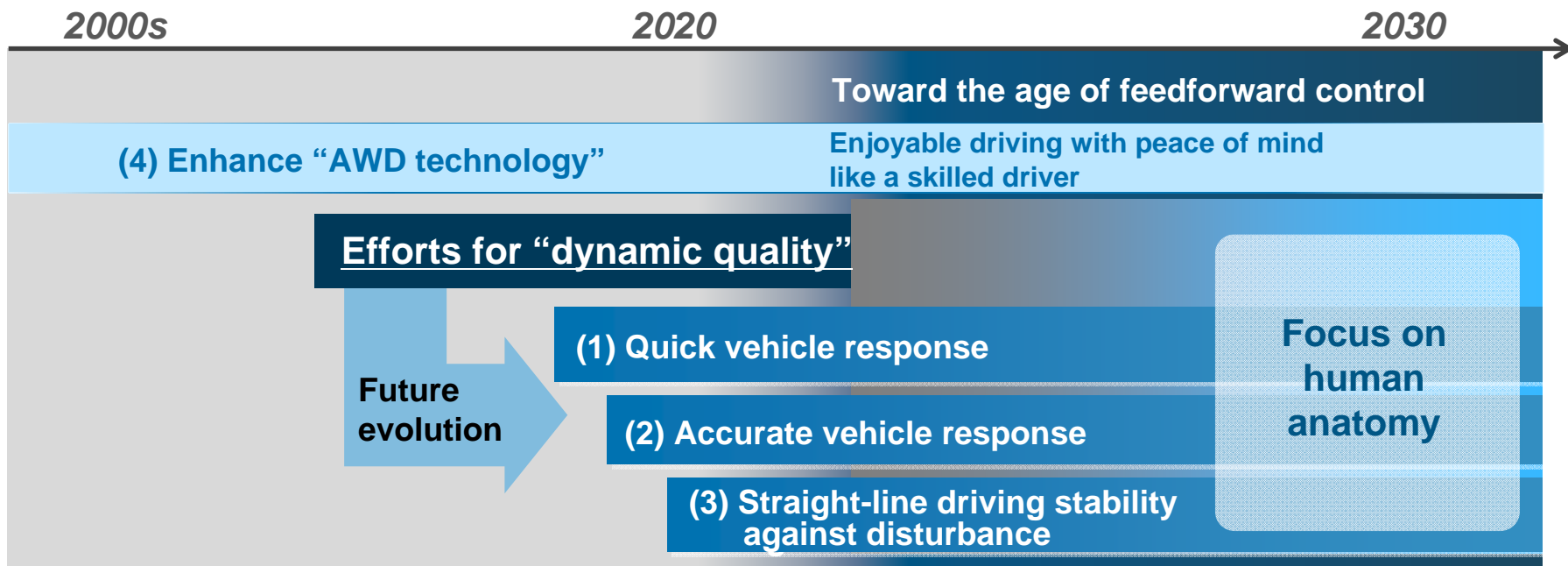
SUBARU Global Platform underpins primary safety and active safety.

Pursue “SUBARU-ness” by further enhancing “Enjoyment and Peace of Mind” using AI technologies



Evolution of Dynamic Quality

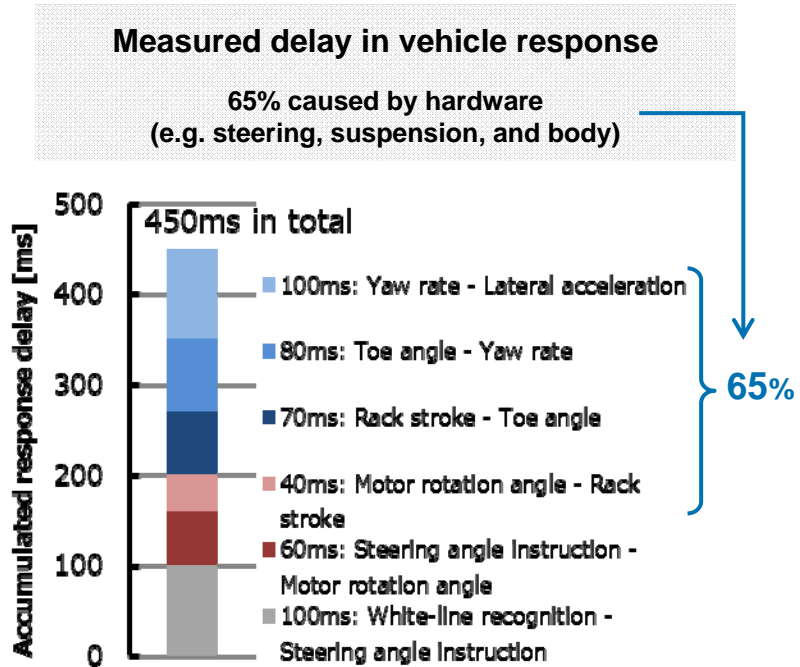
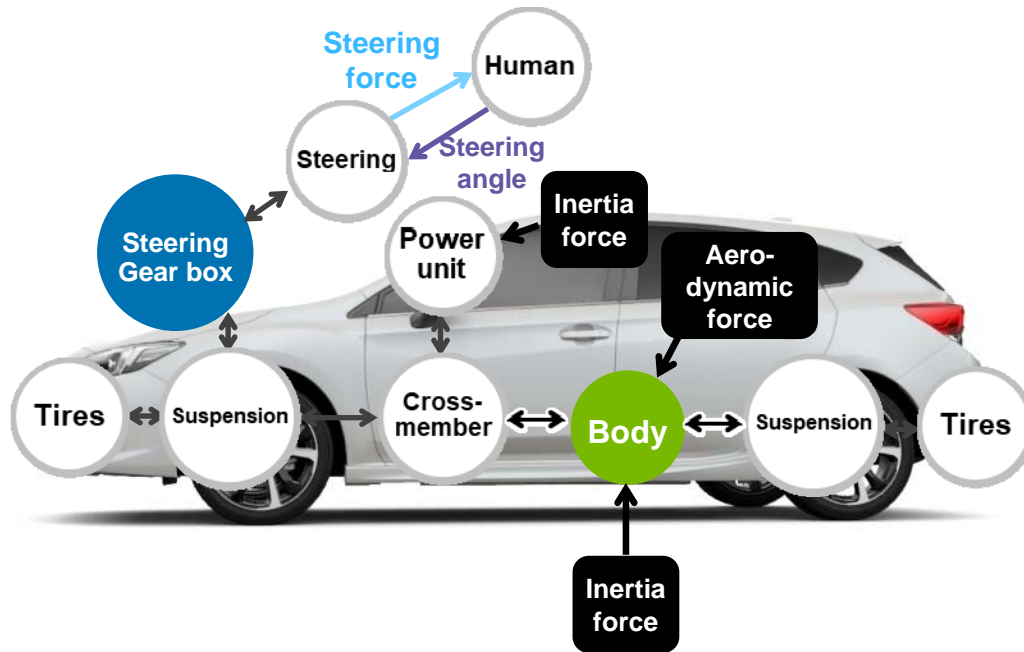
What we pursue is "controllability and maneuverability in any environment for any driver."



Enjoyable driving with peace of mind to be further advanced by AI technology even in the age of autonomous driving.

Quick Vehicle Response

- Quick Vehicle Response
- Accurate Vehicle Response
- Straight-Line Driving Stability
- AWD Technology



Realize shorter response delay by thoroughly improving stiffness of all parts



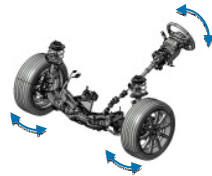
Quick Vehicle Response

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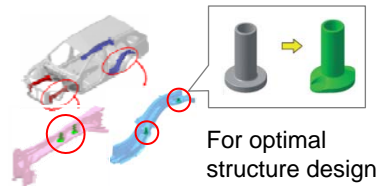
First Half of 2020s

Improve hardware to shorten the lag in vehicle response

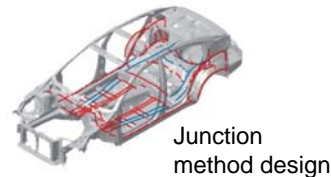
Reduce friction in steering system



Stiffness analysis of bolted sections

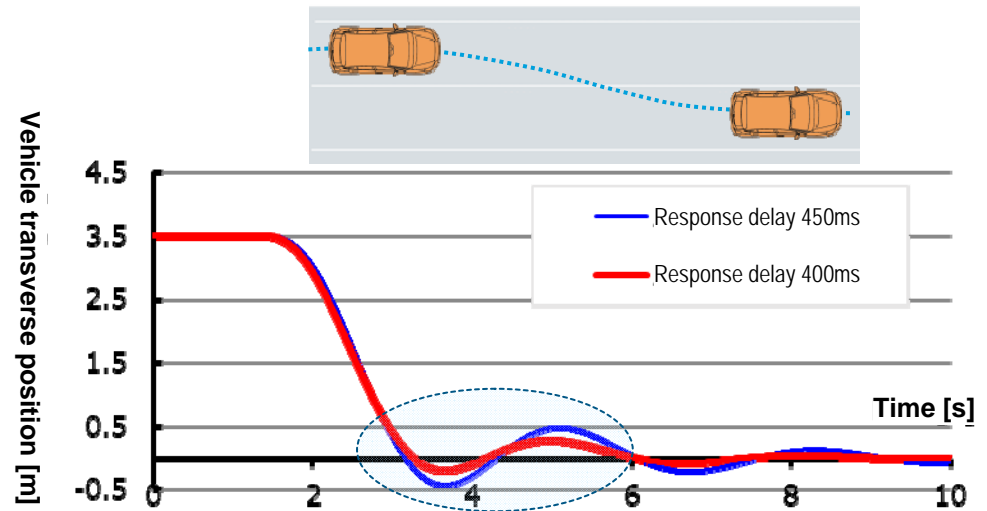


Body hysteresis analysis



Lane change (simulation)

10% shorter delay results in earlier convergence time and 50% reduction in amplitude, which achieves highly-predictable and stable driving and control.



Realize more predictable and stable vehicle behaviors by shortening the lag in vehicle response



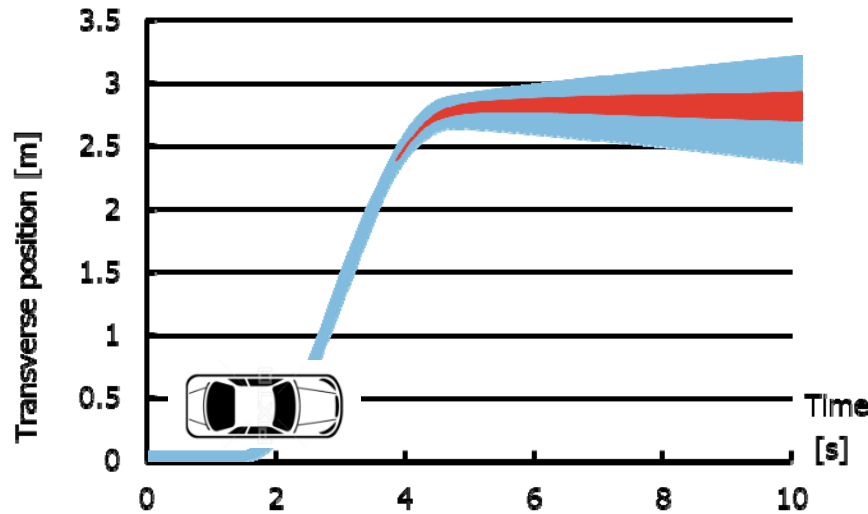
Accurate Vehicle Response

- Quick Vehicle Response
- Accurate Vehicle Response**
- Straight-Line Driving Stability
- AWD Technology

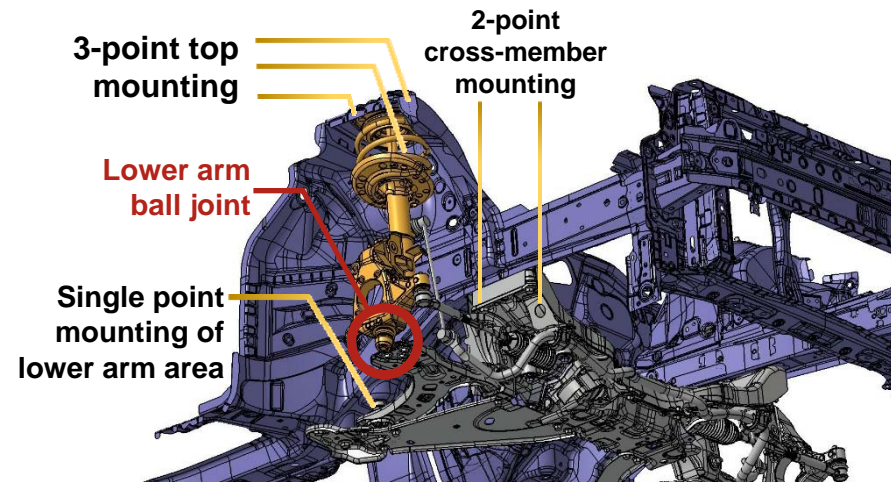
First Half of 2020s

Improve the accuracy of vehicle response to realize reliable AD/ADAS* function. It also benefits human drivers by delivering a more enjoyable and secure driving experience.

*Autonomous Drive/Advanced Driver-Assistance Systems



Improve vehicle behavior accuracy corresponding to steering inputs



As the steering shaft axis is determined by the lower arm ball joint position, accuracy can be improved by more precise mounting of the vehicle body and suspension.

Improve vehicle response accuracy with a more precise body and suspension.

Straight-Line Driving Stability

Quick Vehicle Response

Accurate Vehicle Response

Straight-Line Driving Stability

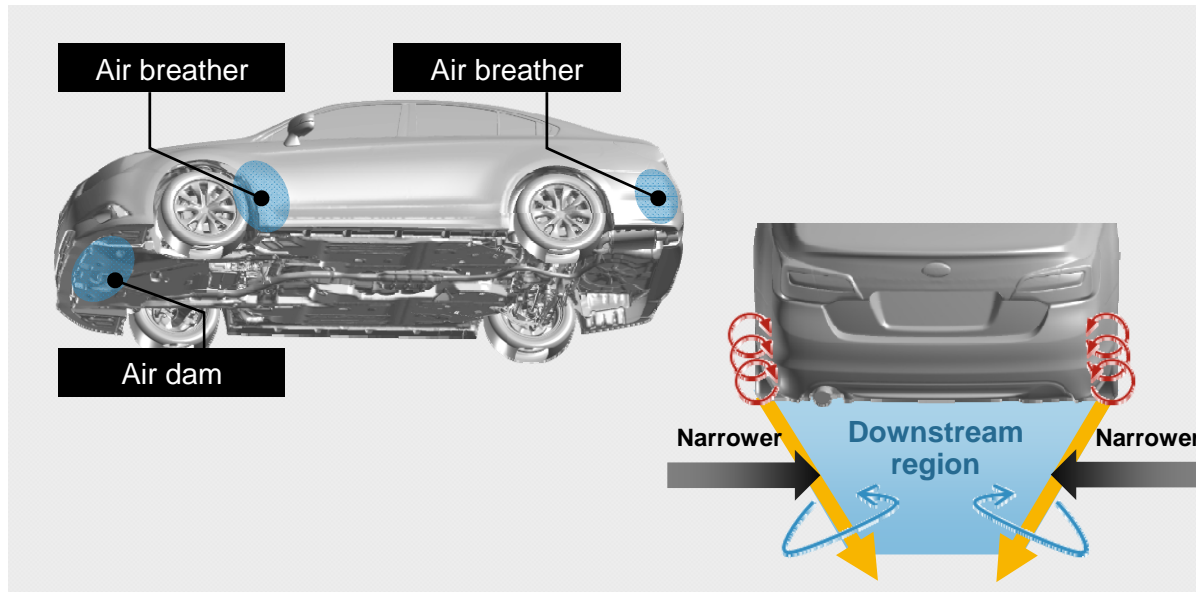
AWD Technology



First Half of 2020s

Further improve AWD's superior straight-line driving stability.

With the new wind tunnel, the impact of disturbances such as temperature change and natural winds will be eliminated and more accurate measurement will be enabled.



Improve straight-line driving stability by optimizing chassis geometries and vehicle aerodynamics

2. Technologies and Evolution Accentuating "SUBARU-ness" — I. Enjoyment and Peace of Mind

Wind Tunnel Testing at CARF

Quick Vehicle
Response

Accurate Vehicle
Response

Straight-Line
Driving Stability

AWD Technology





Evolution of AWD Technology

Quick Vehicle Response

Accurate Vehicle Response

Straight-Line Driving Stability

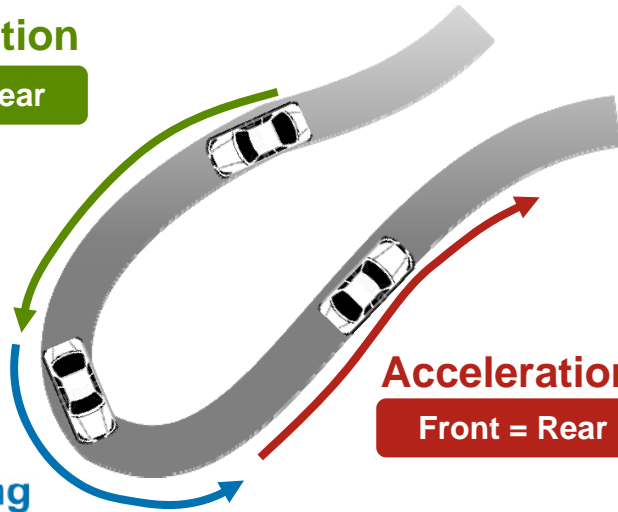
AWD Technology

Adequate control over AWD stability and RWD turning performance

Driving force distribution varies between front and rear wheels depending on wheel speed differentials and a multitude of driving forces.

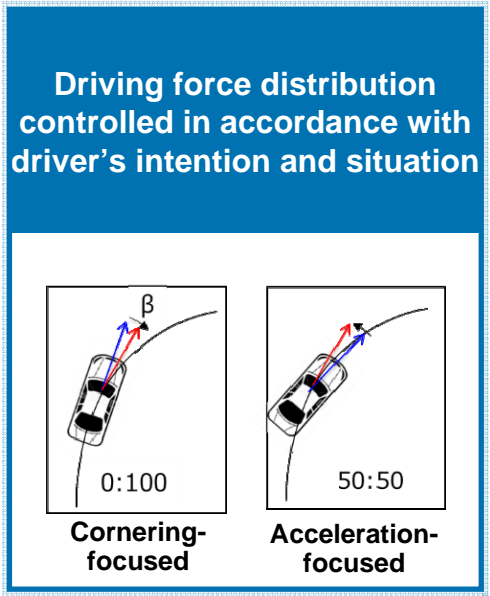
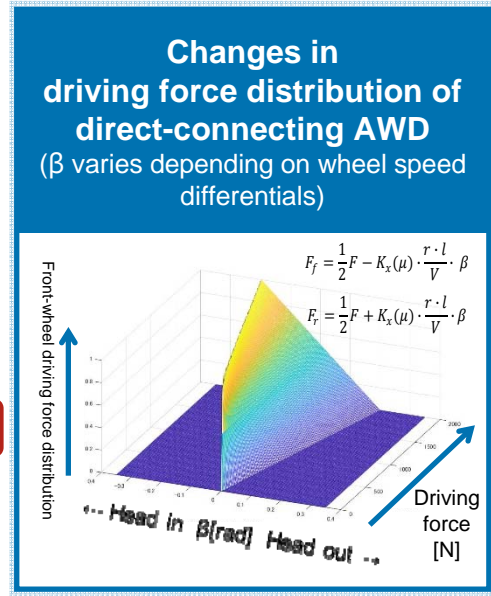
Deceleration

Front > Rear



Cornering

Front < Rear
even with direct-connecting AWD



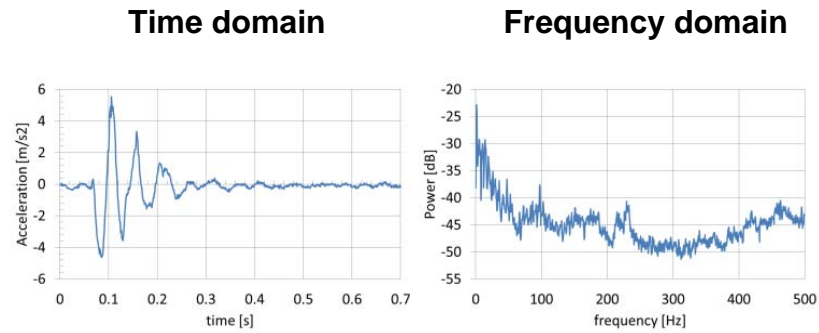
Enjoyable driving like a skilled driver regardless of driving skill

2. Technologies and Evolution Accentuating “SUBARU-ness” — I. Enjoyment and Peace of Mind

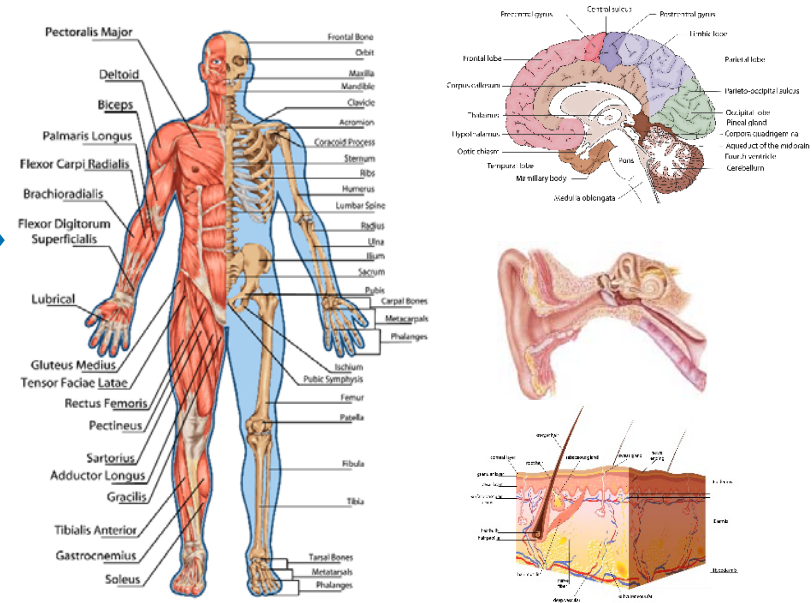
Realize Greater Dynamic Quality with a Human Anatomy-Focused Approach



Conventional vehicle vibration-based approach



Indexing based on human body structure



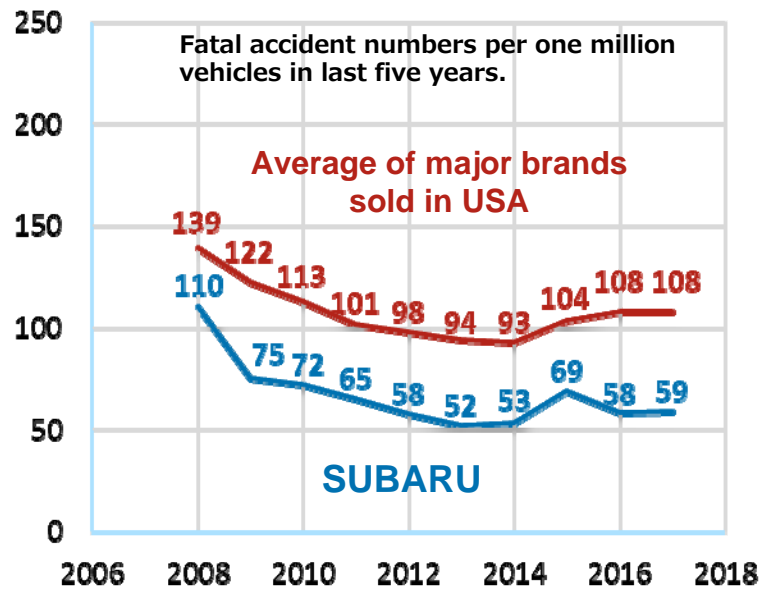
An anatomical approach to reveal the mechanisms of comfort



Facts about Fatal Traffic Accidents (Reminder)

USA

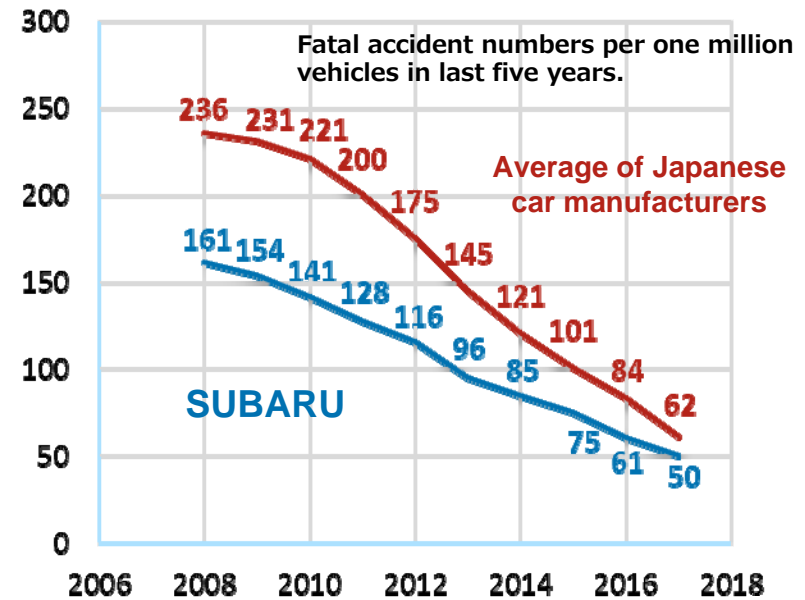
Calculated by SUBARU based on FARS data



Average of 13 major brands sold in USA, including SUBARU (excluding trucks and large SUVs)

Japan

Calculated by SUBARU based on ITARDA data (including severe injuries)

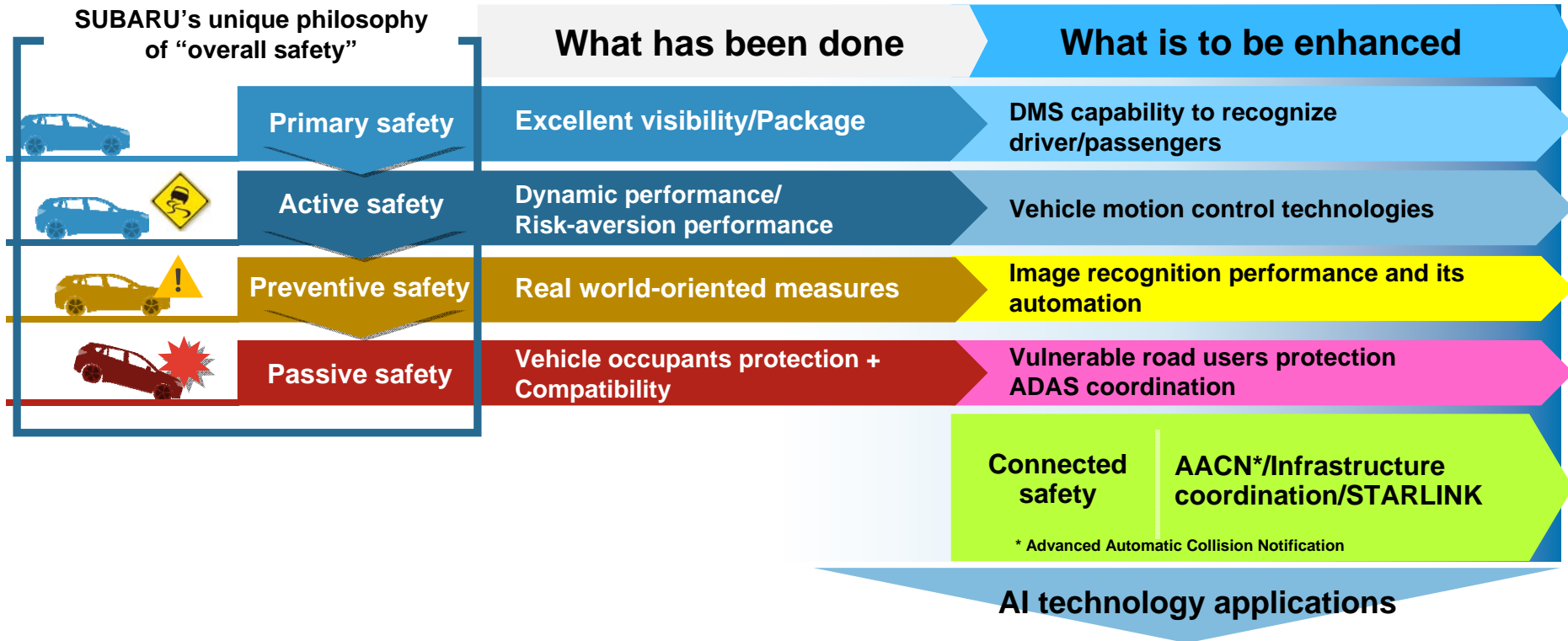


Average of 8 Japanese car manufacturers, including SUBARU (including light vehicles but not trucks)

SUBARU has realized lower fatal accident rates in USA and Japan for the last decade.



Technologies to Safeguard Human Lives



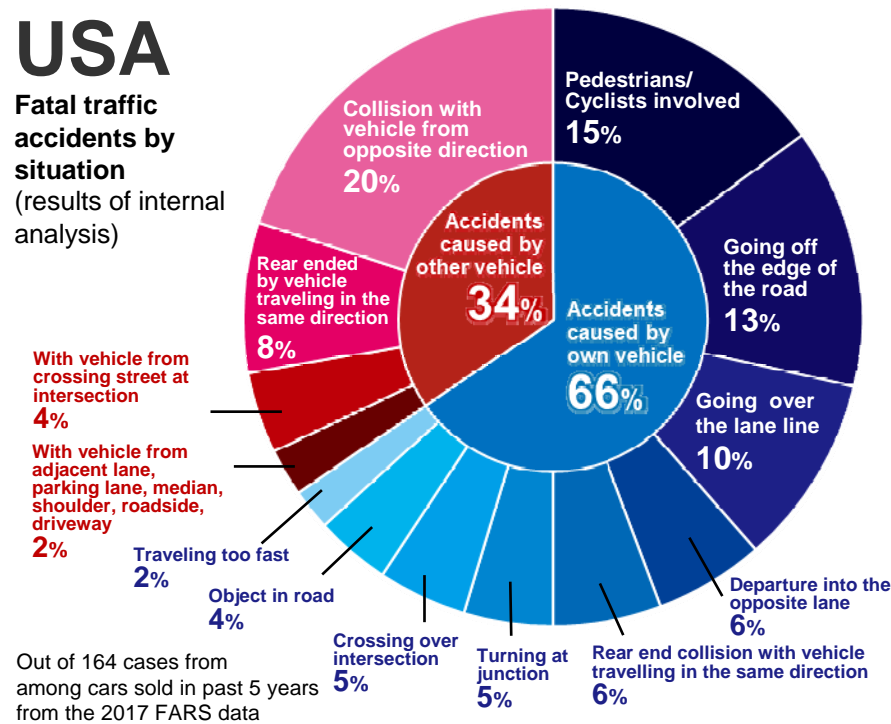
Toward the goal of “zero fatal accidents” in 2030



Breakdown of Fatal Traffic Accidents of SUBARU Cars

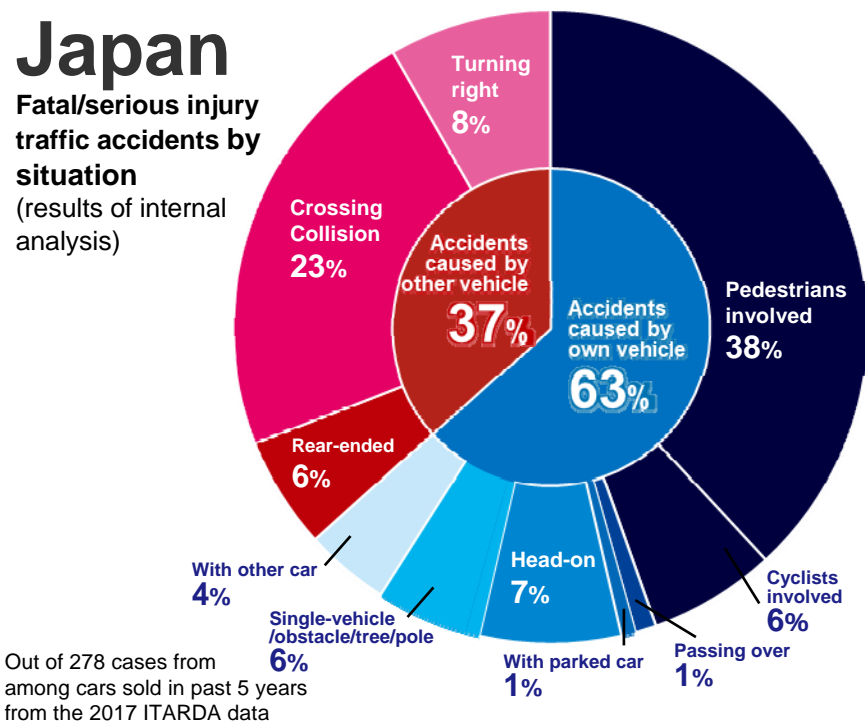
USA

Fatal traffic accidents by situation (results of internal analysis)



Japan

Fatal/serious injury traffic accidents by situation (results of internal analysis)

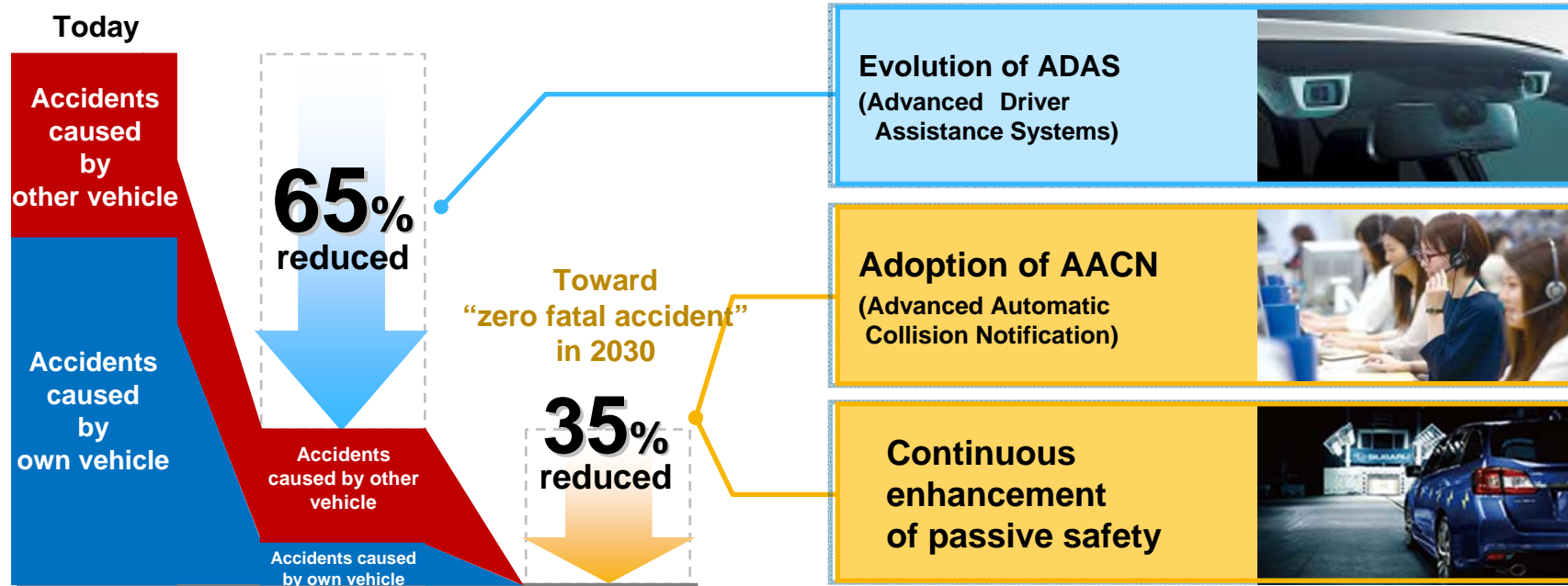


Accidents caused by own vehicle account for 60-70% while accidents caused by another vehicle account for over 30% of all accidents



A Scenario toward Zero Fatal Traffic Accidents

Fatal traffic accidents of SUBARU cars (estimated from US FARS data)



Advancing EyeSight and coordinating it with connected safety and passive safety



Evolution of ADAS

ADAS

AACN

Collision safety

All-around sensing with a stereo camera as its core to promote the constant evolution of object recognition and situation judgment capabilities.

2020

2025

Next-Generation EyeSight

Further evolution of driver assist technologies

- Enhance capacity for avoiding intersection accidents
- Extend highway driving assist function
- Upgrade stereo camera:
Expand FOV
Increase data processing capacity + cooperative control with all-around sensor



- Enhance capacity for avoiding local road accidents
Improve object recognition / situation judgment capabilities
Extend cooperative control with other devices
 - Communication with infrastructure and Cooperative control with connected technology
 - Autonomous driving system
Auto parking, auto valet parking, etc.

Thorough and constant enhancement of ADAS technologies

Evolution of Accident Prevention Features of EyeSight

ADAS

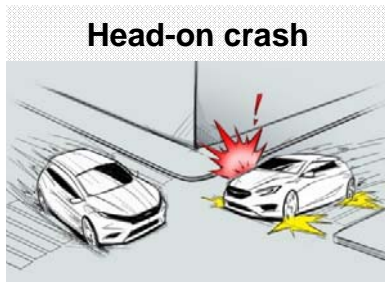
AACN

Collision safety

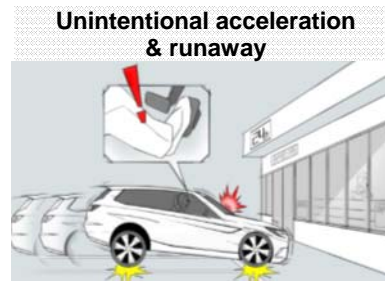
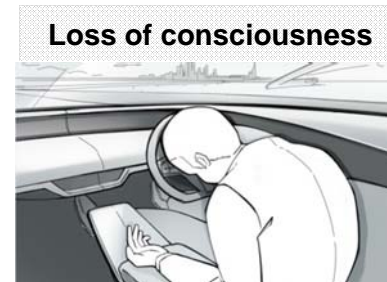
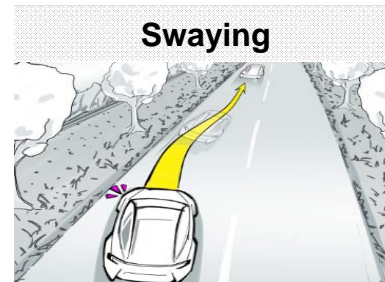


First Half of 2020s

Enhance capacity for avoiding intersection/urban area accidents



Enhance capacity for monitoring driver condition and respond to driver errors



Some features to be developed for avoiding severe accidents and risks

Evolution of Driver Assist Technologies

ADAS

AACN

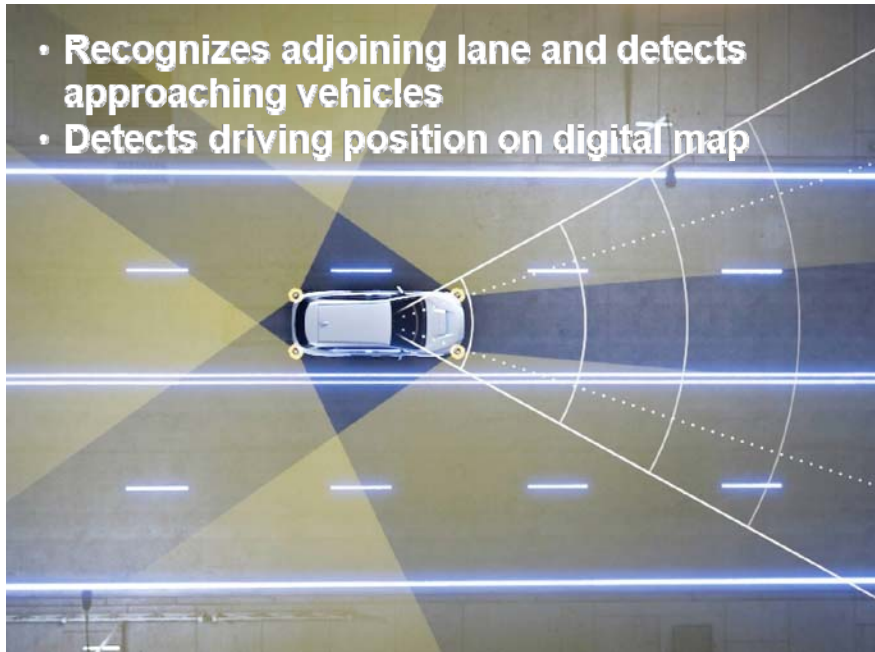
Collision
safety



First Half of 2020s

Lane change assist, auto deceleration based on curve prediction, and hands-off driving in congested traffic

- Recognizes adjoining lane and detects approaching vehicles
- Detects driving position on digital map



State-of-the-art features for comfortable and safe travel on highways



EyeSight: Stereo Camera System

ADAS

AACN

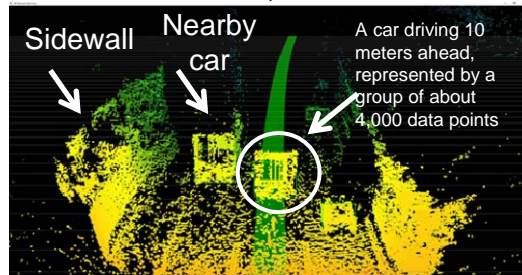
Collision safety

EyeSight obtains precise stereoscopic views of all objects in camera images. It captures every object's profile, measures distance and velocity, and identifies its location.

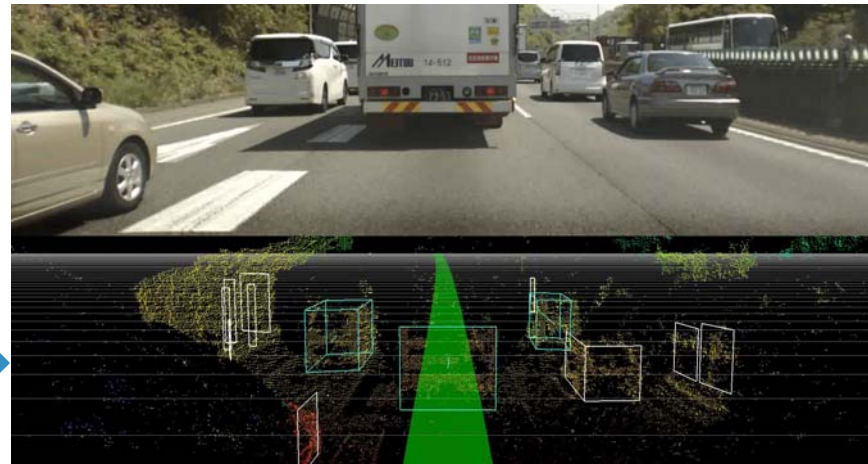
*The stereo camera system views objects stereoscopically on the same principle as human eyes



EyeSight Ver.3



e.g. EyeSight Ver.3 on a highway



Camera image

Stereoscopic image

Groups of distance data points and detected objects

The strong points of the system are object detection, object locating and motion prediction based on high-resolution distance data points

The stereo camera system enables efficient collection of essential information for recognition and judgment.

Integration of Stereo Camera and AI

ADAS

AACN

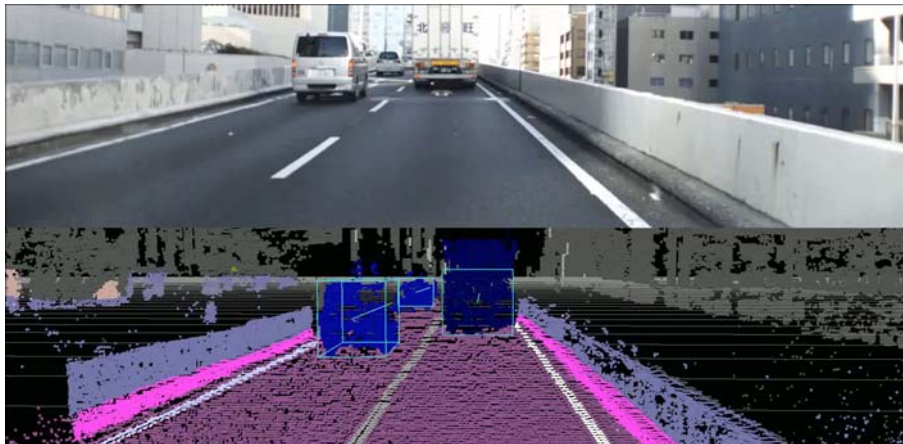
Collision safety



Second half of 2020s **Stereo camera system's recognition capacity + AI's judgment capacity**

Segmentation technology

AI-based driving-range detection integrated with proprietary stereoscopic recognition



Holistic Path

AI-based prediction of traveling path



Boost capacities for recognition and judgment, and enhance safety on any road



Communication with the Car

ADAS

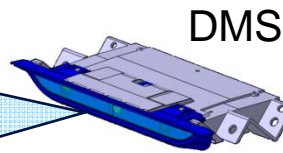
AACN

Collision safety

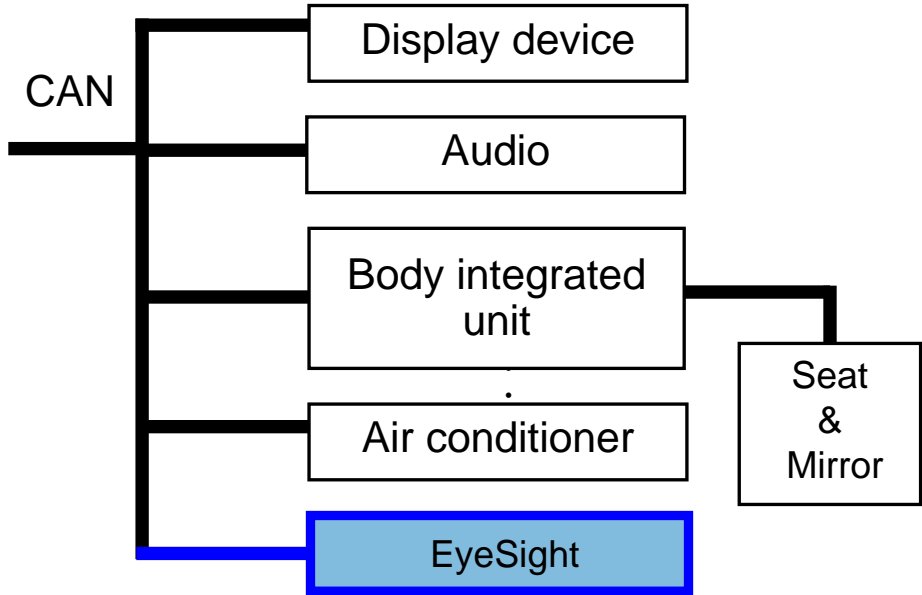
First Half of 2020s

- Observing the driver with DMS* and linking the detected information with various controls including EyeSight
- Deploying the new infotainment system globally

*Driver Monitoring System



- Driver Information(*)
- Head position
 - Eye opening
 - Facial features
 - Personal recognition



Connect EyeSight with DMS



Value of Connecting with a Car

SUBARU STARLINK

Convenience & Comfort

- Remote engine start
- Remote A/C
- Remote door lock/unlock
- Curfew alerts
- Service Appointment Scheduler, etc.



Call center

- SOS
- Concierge
- Destination setting

Safety & Peace of mind

- AACN
- Roadside Assistance
- Stolen vehicle recovery
- Stolen Vehicle Immobilizer

Provides values suited to the modern era through new experiences

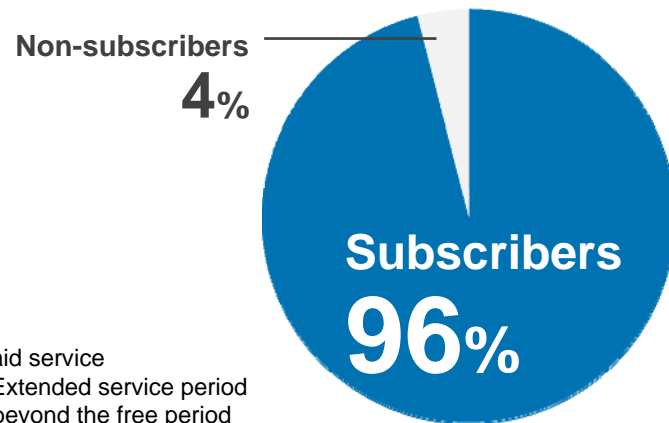


“Enjoyment of Connecting”

SUBARU STARLINK

3-year free service subscription rate

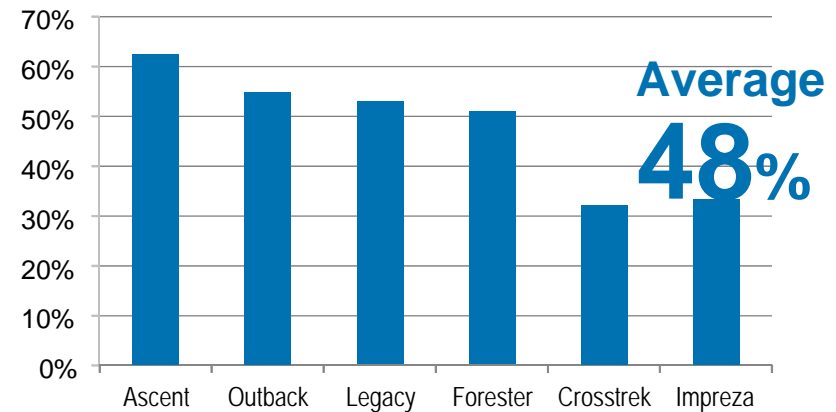
Based on statistics in November 2019



*Paid service
• Extended service period beyond the free period
• Upgraded services

Paid* service subscription rate

Based on statistics in November 2019



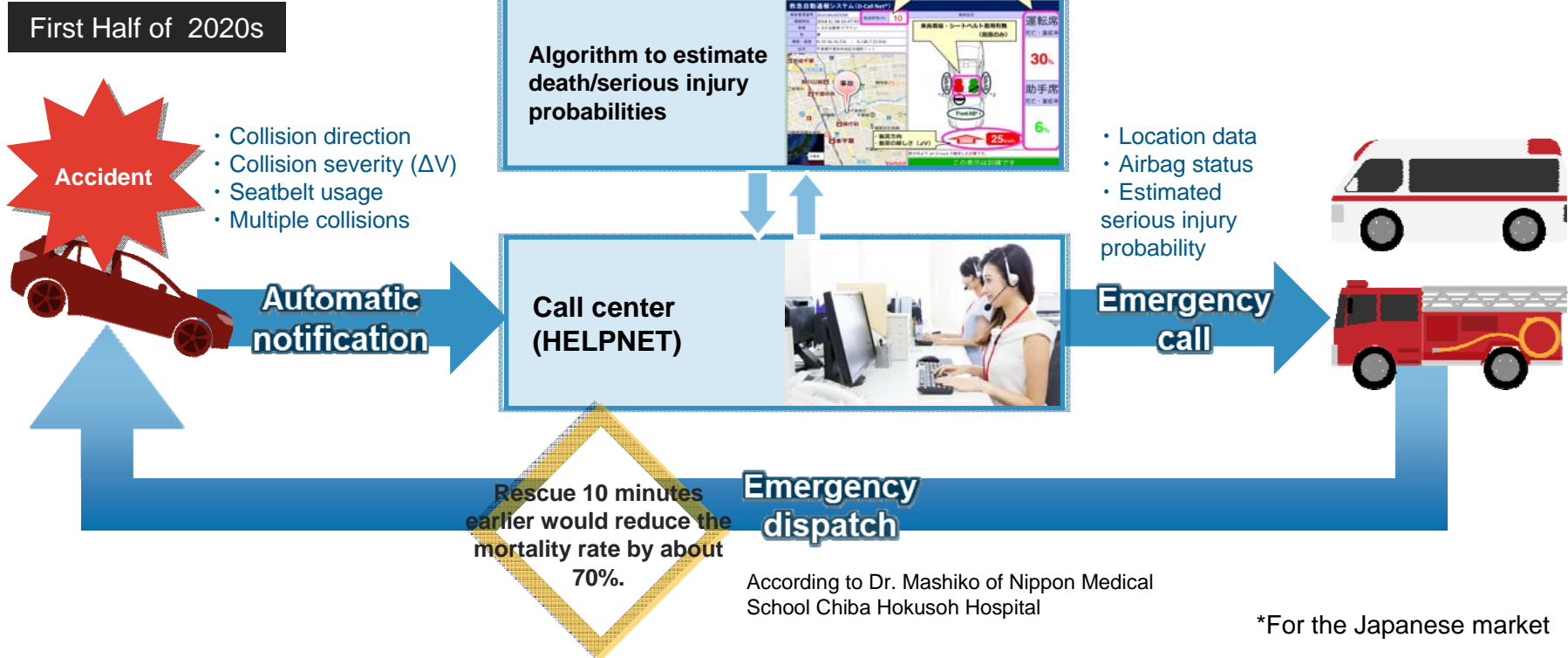
※Data in the USA

High subscription rates for both free and paid services



Adoption of AACN

ADAS **AACN** Collision safety



AACN will enable early rescue activities in the event of an accident.

A Roadmap for AACN Evolution

ADAS

AACN

Collision safety



2020

2025 and onward

AACN features enriched

- Accident location finding
- Impact estimation
- Collision direction
- Talk with the call center



- Notification of number of occupants (front/rear)
→ **Seat sensors**
- Notification of pedestrian accident
→ **Pedestrian airbag**



- Pedestrian rescue
→ **EyeSight**
- Medical crisis response
→ **DMS**



Commitment to survival rate improvement through greater information accuracy

Constant Enhancement of Passive Safety

- ADAS
- AACN
- Collision safety

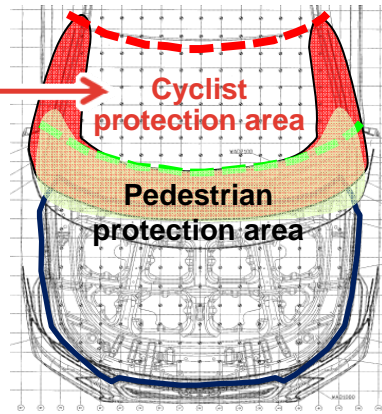


Second half of 2020s

Airbag system to protect cyclists as well as pedestrians

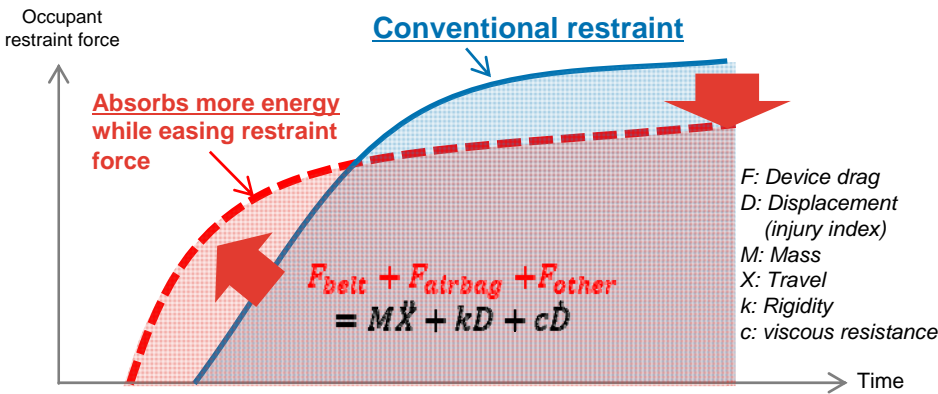


Protection area needs to be extended to protect cyclists



Idea of occupant restraint system controls coordinated with EyeSight

Controls the use of restraint equipment depending on the characteristics of collision situations, occupants, and pedestrians. It can reduce injuries to vulnerable road users, e.g. children and the elderly



Enhance passive safety in preparation for severe crashes that cannot be avoided by ADAS and no-fault accidents.

Maintaining the Spirit of SUBARU in the Coming Age

1 What SUBARU Has Delivered



2 Technologies Accentuating "SUBARU-ness"

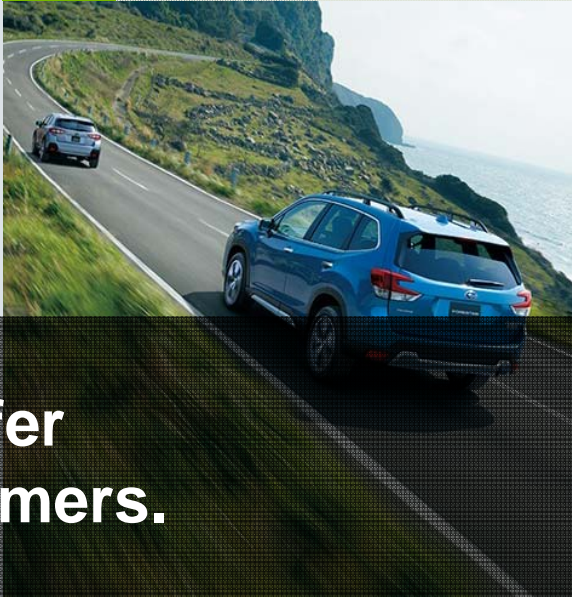
I

Enjoyment and
Peace of Mind



II

Environmental
Technologies

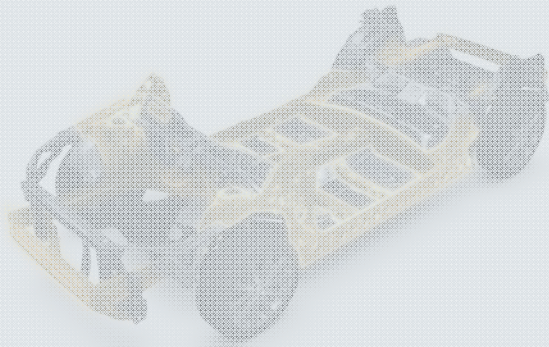


We will continue to offer
"SUBARU-ness" to customers.

Maintaining the Spirit of SUBARU in the Coming Age



1 What SUBARU Has Delivered



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1
Enjoyment and
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II

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Technologies



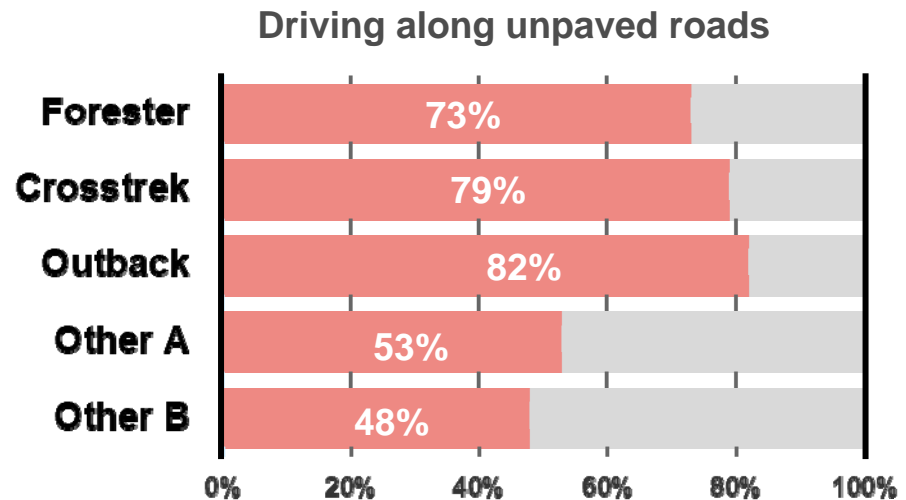
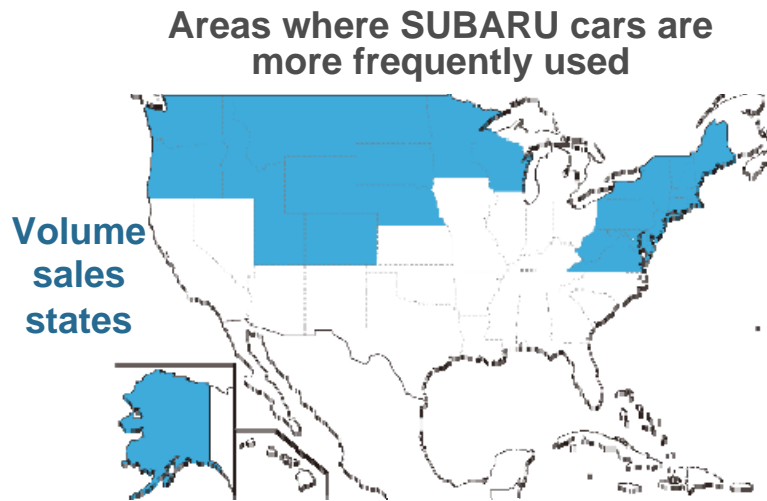


Customer Expectations and Improvement of Fuel Efficiency

SUBARU has refined its proprietary technologies to respond to environmental needs.

Customer expectations Items that were considered more important for SUBARU cars than for any other brand in our internal survey as reasons for purchasing SUBARU (USA)

SUBARU's advantages >>> **Safety features / AWD availability / Holds road well during hazardous driving / Fun To Drive**



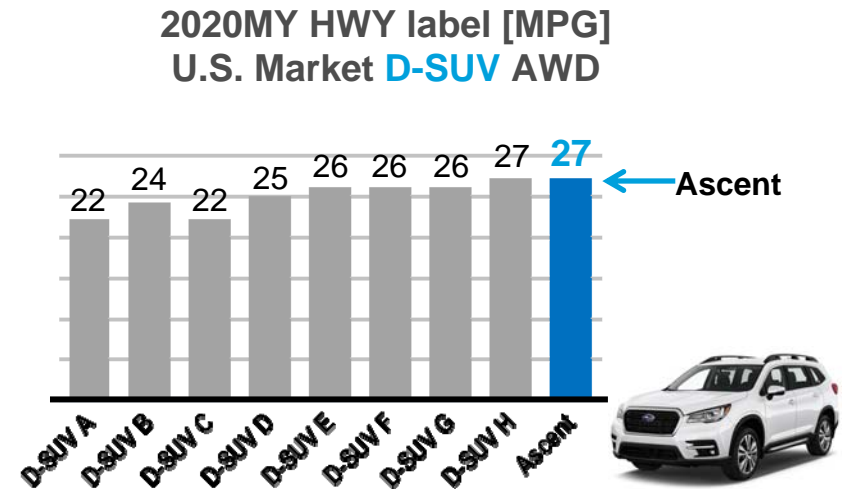
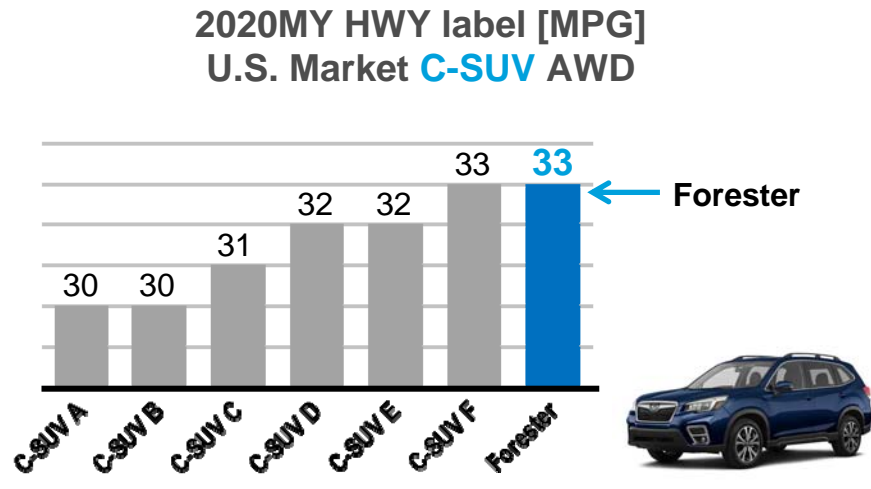
Enhance environmental performance while offering driving enjoyment



Customer Expectations and Fuel Efficiency Improvement

SUBARU has refined its proprietary technologies to respond to environmental needs.

Fuel Efficiency of SUBARU: Top-level in the SUV category
Proprietary technologies >>> BOXER engine / Symmetrical AWD / Subaru Global Platform

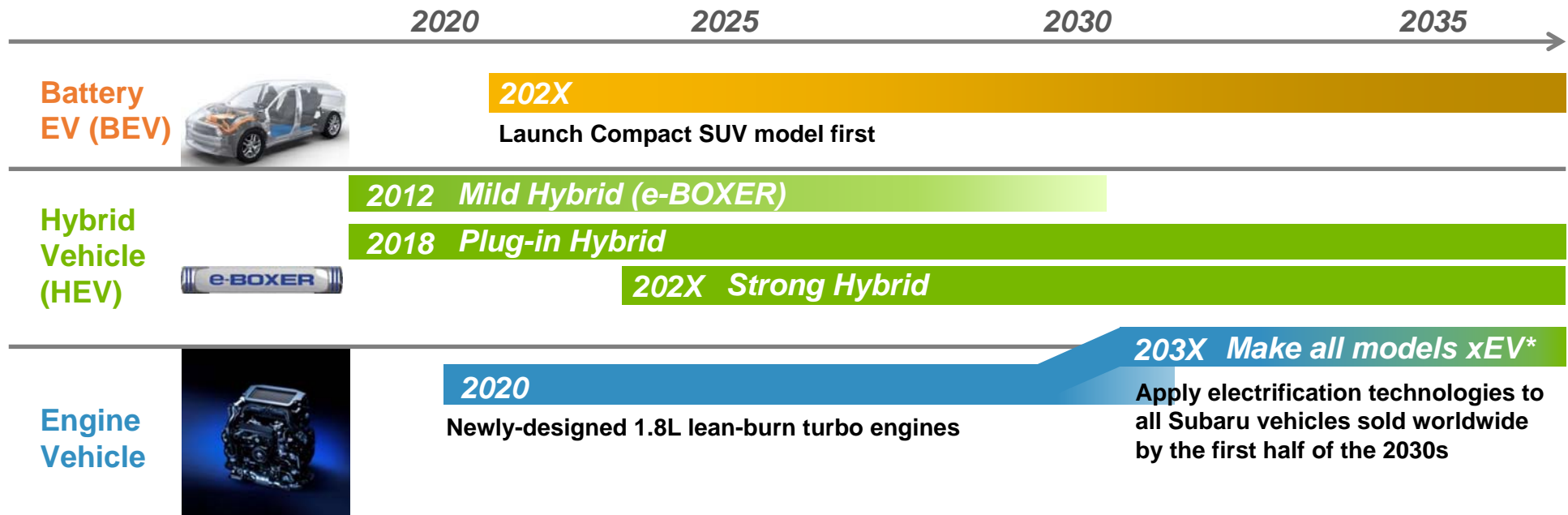


Enhance environmental performance while offering driving enjoyment



Technology Roadmap for Reduction in CO₂ Emissions

Reducing CO₂ emissions with electrification technologies while further accentuating “SUBARU-ness” in the environmental era



*vehicle equipped with any electric powertrain technology

By 2050: Reduce average well-to-wheel CO₂ emissions from new vehicles (in operation) sold worldwide by 90% or more compared to 2010 levels
By 2030: Make at least 40% of Subaru global sales BEV or HEV

SUBARU Engines

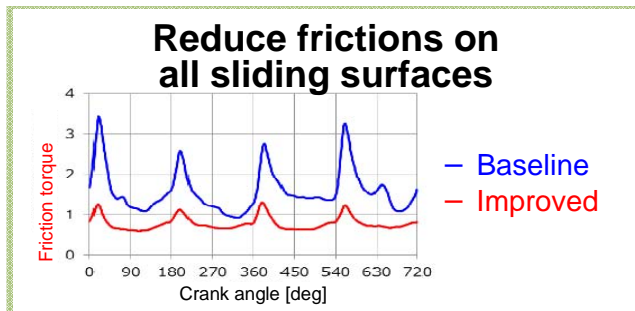
Engine Cars

Hybrid Cars

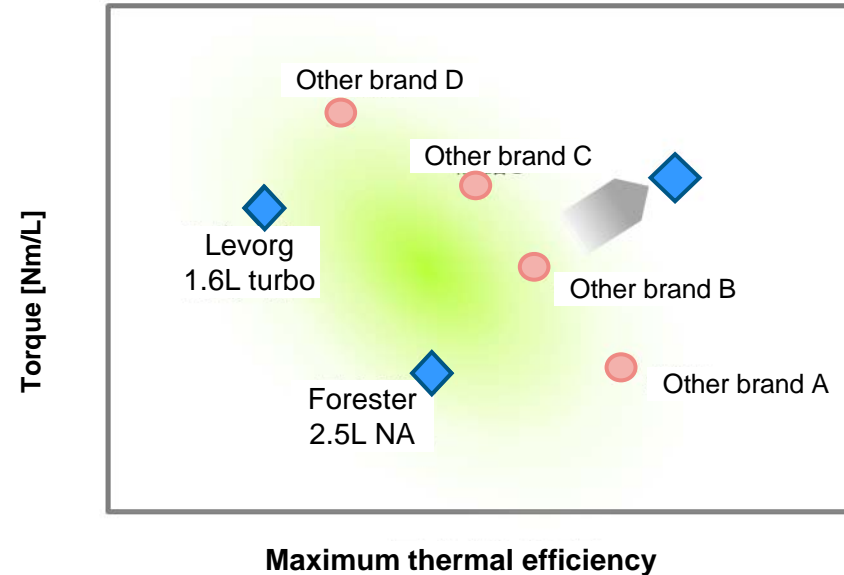
BEV



Evolution of proprietary technology (BOXER engine)



Thermal Efficiency and Torque (engine cars)

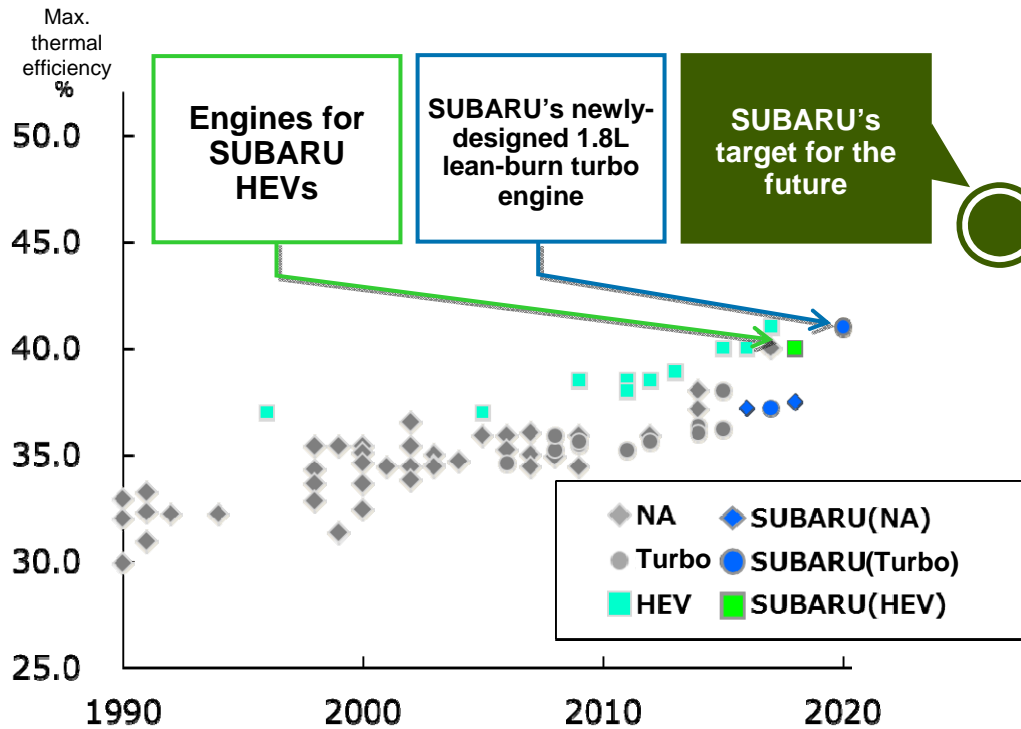


Next-generation BOXER engines offer both abundant torque and environmental performance



SUBARU Engines

Engine Cars Hybrid Cars BEV



Four approaches to improve thermal efficiency

Reduce cycle loss	Increase CR Lean combustion $\eta_{it} = 1 - \frac{1}{\epsilon^{k-1}}$ <i>ϵ: compression ratio k: specific-heat ratio</i>
Reduce delay loss, combustion loss, and pump loss	Improve knock limit High-speed combustion Improve turbo efficiency
Reduce cooling loss	Optimal combustion chamber profile Heat insulation
Reduce friction	Reduce auxiliaries loss

Enhance “SUBARU-ness” in the environmental era with the evolution of internal combustion engines



SUBARU's Hybrid System

Engine Cars **Hybrid Cars** BEV

Subaru Global Platform



Symmetrical AWD



BOXER engine



These proprietary SUBARU technologies are integrated with hybrid technologies

Hybrid System



Three approaches

Mild Hybrid (e-BOXER)

Strong Hybrid

with THS* technology

xEV



MOTOR

BATTERY

* TOYOTA Hybrid System

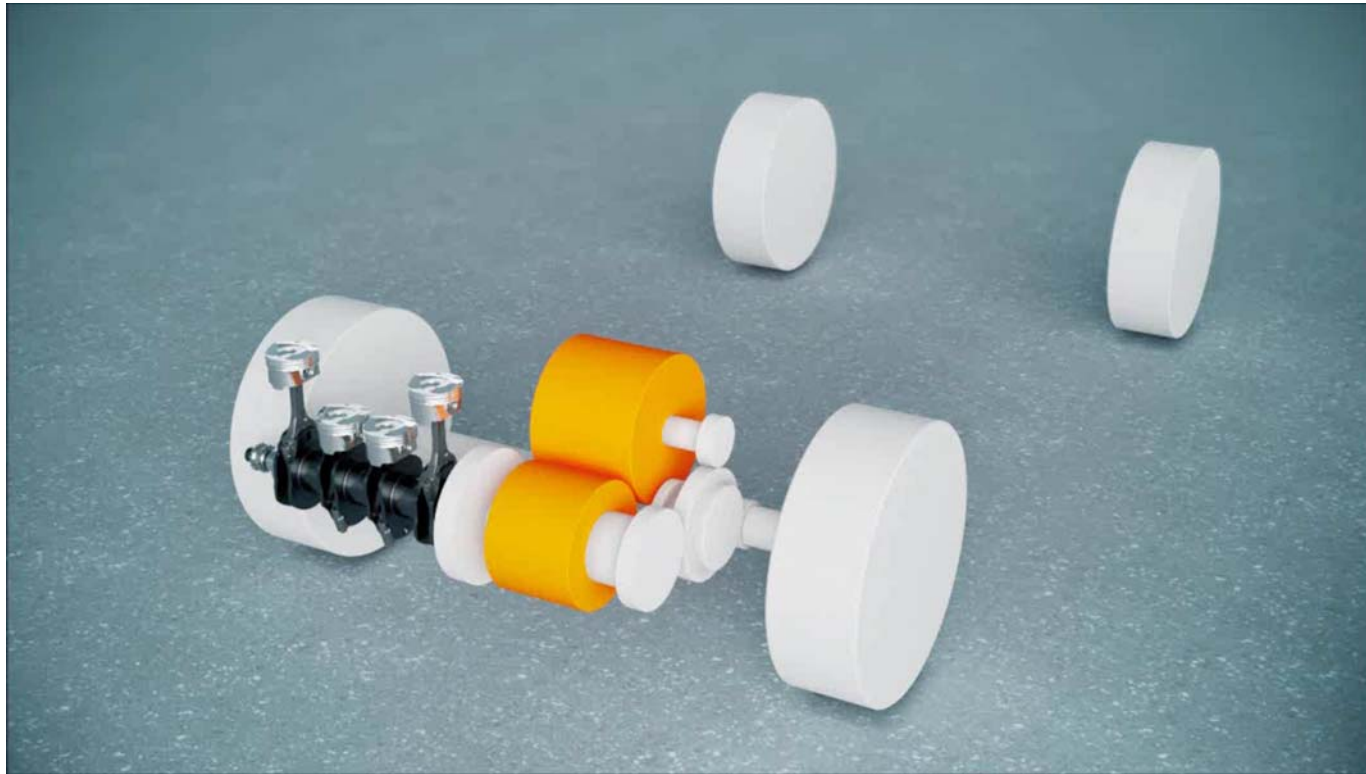
Enhance environmental performance while offering driving enjoyment

SUBARU’s Hybrid System

Engine Cars

Hybrid Cars

BEV



Accentuating “SUBARU-ness” through integration of proprietary technologies with THS

SUBARU's Hybrid System

Engine Cars Hybrid Cars BEV



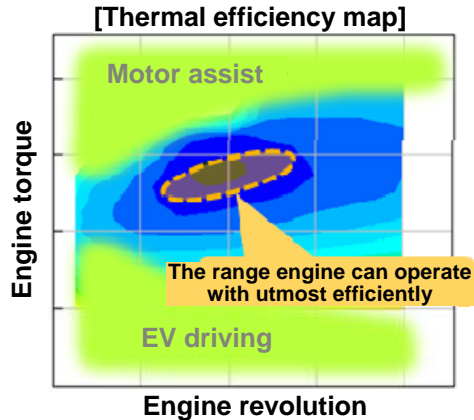
Integration of SUBARU technologies with THS

BOXER engine
specially designed for hybrid vehicles



SUBARU's accumulated expertise elaborately applied to hybrid vehicles

Optimize engine operations for a hybrid system



Maximize the synergy effect through efficient engine operation in consideration of motor-assist

Maximize the advantage of BOXER engines with the advantages of electric systems



SUBARU’s Hybrid System

Engine Cars

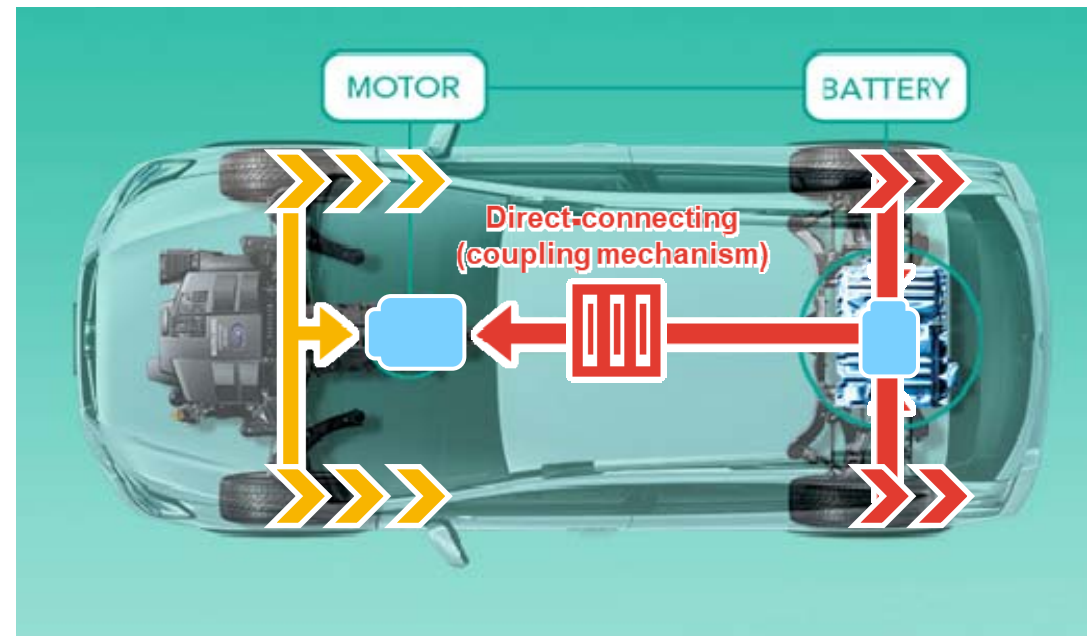
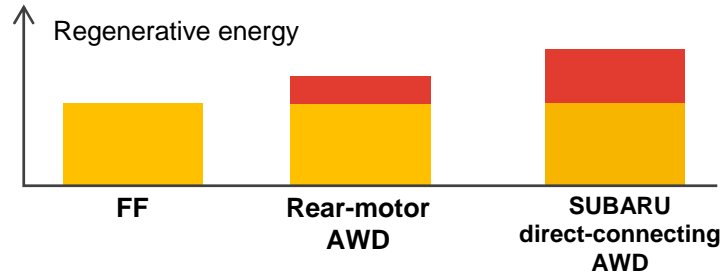
Hybrid Cars

BEV

Increase both vehicle stability and regeneration energy efficiency with front and rear restraint forces of direct-connecting AWD

Benefits of direct-connecting AWD

- 1 About 30% higher regenerative energy gain compared with FWD vehicles even on icy roads in winter
- 2 Regenerative brake force distributed to 4 wheels to achieve greater vehicle stability



Enhance safety, AWD performance, and dynamic quality besides reducing CO₂ emissions

SUBARU Electrification Technologies (BEV)

Engine Cars

Hybrid Cars

BEV



Improve functionality and driving performance to meet customer expectations

Customer expectations

Items that were selected more for SUBARU cars than for any other brand in our internal survey as reasons for purchasing SUBARU (USA)

- Safety features
- AWD availability
- Holds road well during hazardous driving
- Fun To Drive

Subaru's Direction

- Superior traction with highly-responsive motor control
- Stable handling in any condition with flexible driving force distribution



Launch BEV with distinctive “SUBARU-ness” in the first half of 2020s



At Subaru, we have always been committed to human-oriented car-making.

Even in this once-in-a-century period of profound transformation, our strong commitment and dedication towards car-manufacturing that we have cultivated throughout our history remain unchanged.

This is why we continue to pursue the delivery of vehicles that are friendly to the globe where we live and enjoyment that people can have in taking the wheel and going anywhere they wish.

**Delivering the enjoyment of taking the wheel
with safety and peace of mind.**

Protecting people's lives.

Our dedication toward these goals will never change.





SUBARU



SUBARU Technology Briefing
Technologies that Make a Subaru a
Subaru, and Their Evolution

Thank you for your kind attention.