Hello UNT!
Matt Ritter
Vice President, Eastern Region
SUBARU OF AMERICA

56th ANNIVERSARY

Est. 1968

Cheap and Ugly does it

SUBARU 360/1297 cc

With a face that only a mother could love, Subaru has

devised the perfect compact for the American market. A

2-door, 4-passenger, 927 lb. city car with a 3-speed

Manual trans. $2,297. 0-60 in 11 sec. 66 M.P.H.

Subaru now introduces 3 great additions: The

Subaru Sport, the Subaru Truck, and the Subaru Van.

SUBARU MAKES SENSE

SUBARU OF AMERICA

EASTERN DIVISION: 555 CITY LINE AVENUE • BALA CYNWYD, PA. 19004

WESTERN DIVISION: 1801 WEST GRANITE AVENUE • NEWPORT BEACH, CALIF. 92660
Who We Are

More Than a Car Company.

More Than a Car Dealer.

More Than a Car.
WHERE WE MANUFACTURE
ORGANIZATIONAL STRUCTURE

Subaru of America Sales Operations

- 3 Regions
- 12 Zones
- 2 Ind Distributors

638 Total Retailers
Our Corporate Headquarters are in Camden, New Jersey. In addition to our Corporate Headquarters, and our zero-landfill assembly plant in Lafayette, Indiana, Subaru has 8 regional distribution centers, 3 regional offices, 12 zone offices, 6 ports, 15 technical training facilities, and over 640 retailers across the U.S.
3 – West Coast Ports
5 – 4 East Coast Ports + SYO
3 – Business Units (SBR/SOA/SIA)
1 – Goal

- Right Car
- Right Place
- Right Time
Markets in Disarray as Lending Locks Up

Federal Intervention Fails to Stem Crisis of Confidence on Wall St.

Scrambling to Clean Up After A Category 4 Financial Storm

Dow crashes 504 points all St. crisis

Dow plummets 504 points
Insurance giant teeters on brink
Fear as traders await opening bell

SHOCK MARKET
Disaster, then devastation

Toll from Japan quake, tsunami climbs into hundreds

A Japanese Plant Struggles to Produce a Critical Auto Part
Storms damage Subaru's Indiana plant, interrupt production

November 18, 2013 12:00 AM

~ $1MM in damage
What did we do?

- All-wheel drive sure comes in handy.
- Our Customers are the Stars.
- 11 consecutive years of sales records.
- Only manufacturer with 12 consecutive years of sales increases.

autonews.com FROM OUR WEB SITE
Biggest Gateway for U.S. Imports Hit by Record Ship Bottleneck

By Brendan Murray
January 29, 2021, 3:55 AM EST  Updated on January 29, 2021, 6:17 AM EST
Supply Chain Whack-a-Mole

- Chips
- Replace DCM
- Trucks/Rail Cars
- Covid
- Labor
- Port Traffic
- Solterra Wheels
- War in Ukraine
ANYTHING MIGHT HAPPEN!
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NEXT 2024 MILES
Everything is Fine
Communication
Challenges/Concerns

• Labor Contracts
• Increase workforce and improve employee retention.
• Capacity Planning
  – Did lower production masked capacity issues with Vessel carriers, Ports, Rail and Truck
• Network impact on “Land Bridge” as a capacity solution.
Logistics – Adapt to Change. Prepare for Normal…Chaos

• Continue open communication with SIA about production, weekly meetings.
• Communicate with port processors on planned production. Adjust processing schedules to ensure workforce retention.
• Work with Parts Planning on accessory requirements and shortages.
• Daily calls with rail carrier to discuss railcar supply and plan production.
• Adjust ETA due to delays, weather, and in-transit delays.
• Review business objectives and network changes with SOA’s Service Partners.
• Frequent health checks of our truck carriers.
CRISIS MODE: How would you respond?
Which Path Will You Choose
Competitors Responded with High Incentives

0% APR FINANCING / 72 MONTHS
NO MONTHLY PAYMENTS FOR 120 DAYS

FOR VERY WELL-QUALIFIED BUYERS
0% APR FOR 84 MONTHS \(^9\) PLUS 120 DAYS
Subaru Responded Uniquely

The Subaru Love Promise is our vision to show love and respect to all people at every interaction with Subaru. Together with our retailers, we are dedicated to making the world a better place.
Brand Differentiation
A Brand You Can Love

Every dog deserves a home.
Subaru is helping The Underdogs find theirs.
A Brand You Can Love

SUBARU FORESTER
RE-FORESTING PROJECT

NATIONAL FOREST FOUNDATION

500,000 trees
Subaru is **#1 Corporate Donor**

- ASPCA®
  - WE ARE THEIR VOICE®
- National Park Foundation™

Subaru is **#1 Automotive Donor**

- Meals on Wheels
- Make-A-Wish®
Forbes 2023
BEST BRANDS FOR SOCIAL IMPACT
<table>
<thead>
<tr>
<th>RANK</th>
<th>BRAND</th>
<th>BRAND CATEGORY</th>
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<tbody>
<tr>
<td>1.</td>
<td>REI Co-op</td>
<td>Specialty</td>
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<tr>
<td>2.</td>
<td>Subaru</td>
<td>Auto Brands</td>
</tr>
<tr>
<td>3.</td>
<td>H-E-B</td>
<td>Grocery</td>
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<tr>
<td>4.</td>
<td>Trader Joe's</td>
<td>Grocery</td>
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<tr>
<td>5.</td>
<td>Sony</td>
<td>Electronics</td>
</tr>
<tr>
<td>6.</td>
<td>Apple</td>
<td>Electronics</td>
</tr>
<tr>
<td>7.</td>
<td>Publix Super Markets</td>
<td>Grocery</td>
</tr>
<tr>
<td>8.</td>
<td>USAA</td>
<td>Insurance</td>
</tr>
<tr>
<td>9.</td>
<td>Harley Davidson</td>
<td>Motorcycles</td>
</tr>
<tr>
<td>10.</td>
<td>Wegmans Food Markets</td>
<td>Grocery</td>
</tr>
</tbody>
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It's about **SO MUCH MORE** than selling a car.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Impact</th>
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</thead>
<tbody>
<tr>
<td>Love Promise Community Commitment</td>
<td>TREMENDOUS IMPACT</td>
</tr>
<tr>
<td>TERRACYCLE</td>
<td>8M Pieces of trash recycled</td>
</tr>
<tr>
<td>LEUKEMIA &amp; LYMPHOMA SOCIETY</td>
<td>~300K Blankets and patient care kits</td>
</tr>
<tr>
<td>ASPCA</td>
<td>420K Animals rescued/adopted</td>
</tr>
<tr>
<td>Adopt A Classroom.org</td>
<td>470K Students supported</td>
</tr>
</tbody>
</table>
In the Last Few Years

HOMELESSNESS

100K Blankets
500K Pairs of socks
Each retailer matched with local homeless shelter or community center
Leadership in a Crisis: A Recap

- You LEAD people & manage things.
- Transparent Communication
- Be Unique
- Stay Disciplined
- Continue to Build Your Brand
- Take Care of Each Other
Subaru of America is local! We are growing our presence in the Dallas-Fort Worth area!

What We Will Hire For: We are bringing more jobs to the area, which will elevate Dallas as the second largest destination for talent for our company!

- Distribution, Operations and Logistics positions supporting our Regional Distribution Center
- Sales, Market Development, Retailer, Product, Service positions supporting Regional and Local Stores
- Customer Service and Advocate Expansion. Best in class team dedicated to supporting owners, stores, and our field teams.
- More opportunities may be identified including potential internship opportunities.

SOA Careers: Visit our Career site [www.Subaru.com/careers](http://www.Subaru.com/careers), follow us on LinkedIn, and join our talent community to learn about openings!

Retailer Opportunities: Our retail partners offer plenty of career opportunities also, reach out to their local store for additional positions or email us at [SoaRecruit@Subaru.com](mailto:SoaRecruit@Subaru.com) with the location of choice and we’ll help make an introduction.
Visit Subaru.com/careers
Thank you!

mrit@subaru.com

609-694-7700