



**Hello UNT!**



# Matt Ritter

Vice President, Eastern Region





SUBARU OF AMERICA

*Cheap and Ugly  
does it*

56<sup>th</sup>

ANNIVERSARY

Est. 1968



**SUBARU 360 / \$1297<sup>\*\*\*</sup> 66 Miles per gallon**

With a face that only a Mother could love, Subaru has done it, proven that America is ready for a Cheap & Ugly Little Car. With a Mini-Price, \$1297, POE\*, and Maxi-Mileage — up to 66 MILES PER GALLON.

Subaru now introduces 3 great additions. The Subaru Sport, the Subaru Truck, and the Subaru Van.

the only 5 door Van, (domestic or import) available on the American Market. Check the price and take a good look, Subaru, still Cheap & Ugly & Making more sense than ever.

\*Based upon manufacturer's suggested retail price. Federal taxes included. State and local taxes, destination charges, options excluded.



SUBARU VAN / \$1397<sup>\*\*\*</sup>



SUBARU SPORT / \$1297<sup>\*\*\*</sup>  
\*PLUS \$69 SPORT PAK



SUBARU TRUCK / \$1325<sup>\*\*\*</sup>

**SUBARU MAKES SENSE**

**SUBARU OF AMERICA**

EASTERN DIVISION • 555 CITY LINE AVENUE • BALA-CYNWYD, PA. 19004  
WESTERN DIVISION • 1000 WEST COAST HIGHWAY • NEWPORT BEACH, CALIF. 92660



# Who We Are

More Than a Car Company.®

 **SUBARU.**

More Than a Car Dealer.

More Than a Car.



# WHERE WE MANUFACTURE



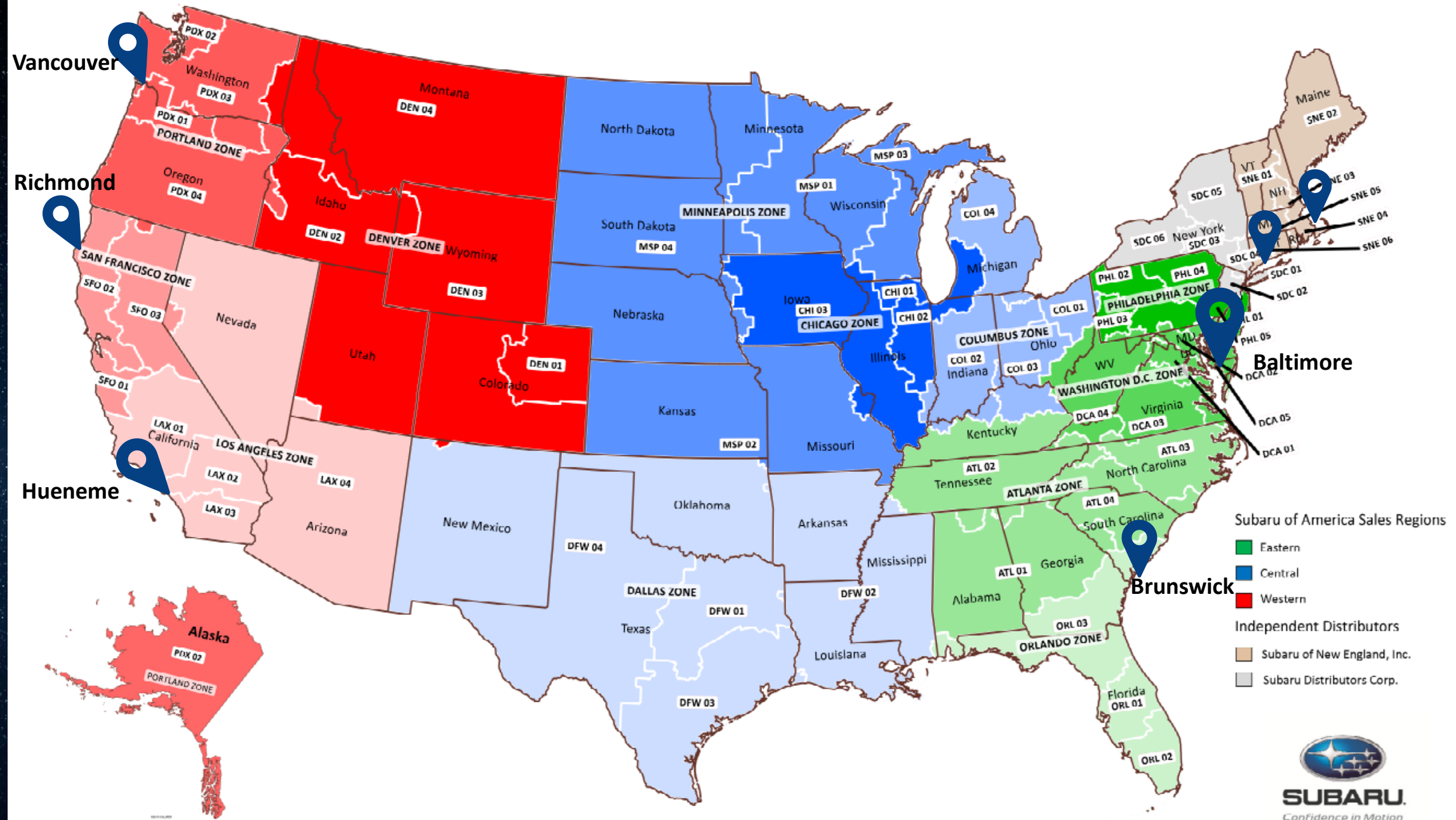
Brunswick



# ORGANIZATIONAL STRUCTURE

## Subaru of America Sales Operations

- 3 Regions
  - 12 Zones
  - 2 Ind Distributors
- 638 Total Retailers

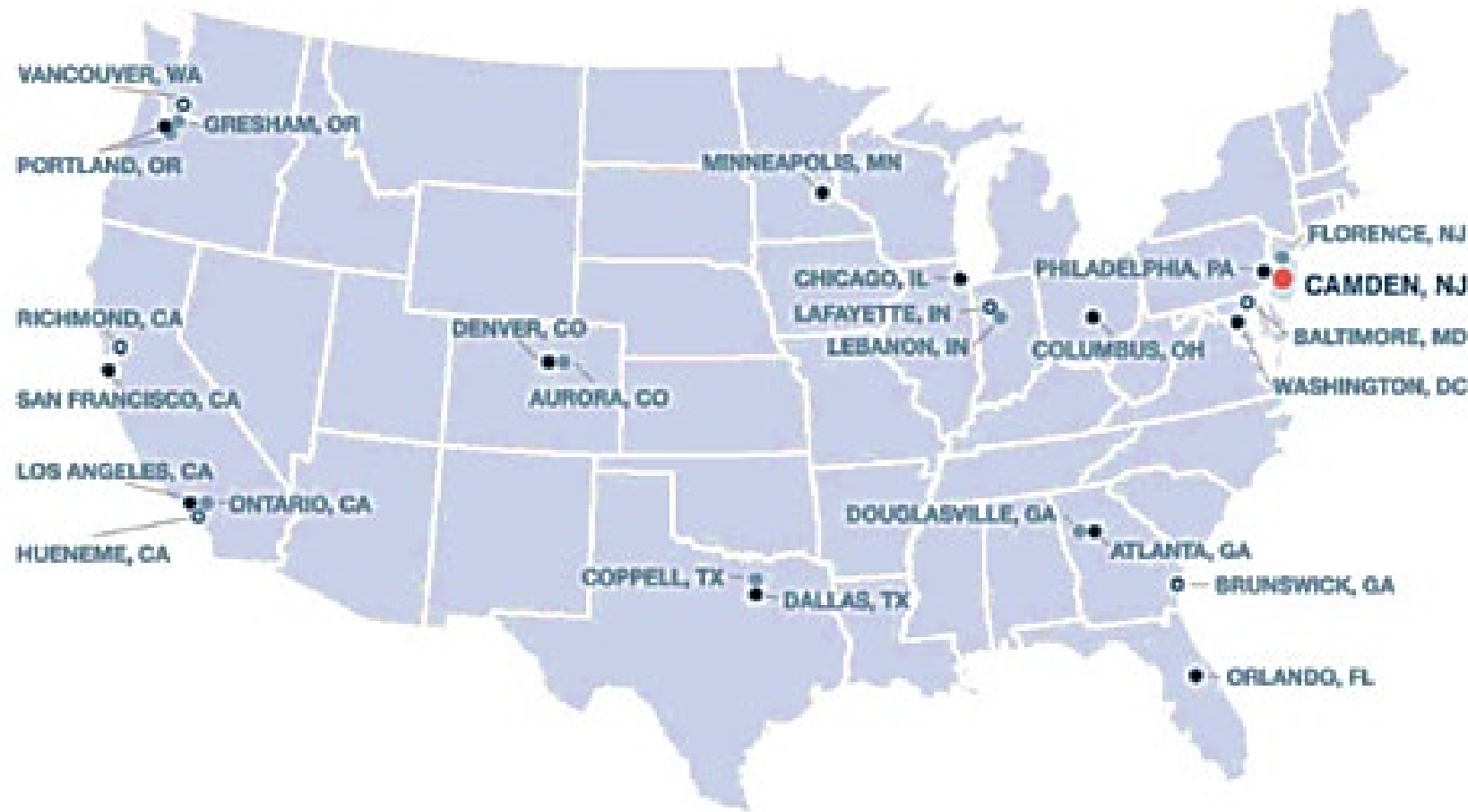




# Where We Work

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.



638 Retailers Nationwide

- Headquarters
- Field Offices
- Regional Distribution Centers
- Ports

Camden, N.J.

## Corporate Headquarters

Based in the Delaware Valley since 1968, Subaru moved into our new headquarters in Camden, NJ, in 2018.

Across the U.S.

## Regional Distribution Offices

Subaru operates regional distribution offices in Aurora, CO; Coppel, TX; Douglasville, GA; Florence, NJ; Gresham, OR; Lebanon, IN; Ontario, CA; and Portland, OR.

Lafayette, Ind.

## Zero-Landfill Assembly Plant

The Subaru of Indiana Automotive zero-landfill plant is the home of North American Subaru production, employing over 5,600 Associates.



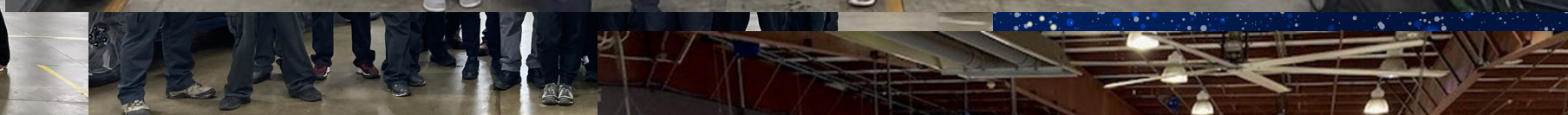


3 – West Coast Ports  
5 – 4 East Coast Ports + SYO  
3 – Business Units (SBR/SOA/SIA)  
1 – Goal

- Right Car
- Right Place
- Right Time











BACK←IN TIME



# Markets in Disarray as Lending Locks Up

**BY CAROLINE WOOD**  
**Lawmakers Left On the Sidelines As Fed, Treasury Take Swift Action**



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

By Carol Anne and Steven G. ...  
 The flow of money through ...  
 The Federal Reserve ...  
 Treasury Secretary Henry M. ...

## Scrambling to Clean Up After A Category 4 Financial Storm

By Steven P. ...  
 The storm ...  
 The Federal Reserve ...

# 2008 - 2009





# 2011

WEDNESDAY, MARCH 12, 2011 WINNER OF SEVEN PULITZER PRIZES BREAKING NEWS AT [nytimes.com](http://nytimes.com)

**Japan declares states of emergency for five nuclear reactors ■ The death toll reaches 413**  
**■ Untold numbers believed buried in debris**

**“Absolutely unstoppable” surges slam Brookings**  
**■ Tides seesaw at Charleston Marina**  
**■ Siblings survive surf near Gold Beach**

## Disaster, then devastation

**INSIDE**

**Tokyo**  
The earthquake brought super-modern Tokyo to a standstill as it paralyzed trains that normally run the clockwork, crisscrossing mobile phones, disrupted hospitals and trapped scores of people in elevators. **A6**

**Nuclear reactors**  
Japan declared states of emergency for five nuclear reactors at two power plants after the crisis but cooling ability in the aftermath of the earthquake. Thousands of residents were evacuated as workers struggled to prevent meltdowns. **A7**

**Hawaii**  
Tsunami waves inundated Hawaii beaches but not



A member of Japan's Self-Defense Force carries a man past debris and rubble today in the tsunami-ravaged city of Natori, in the northern part of the nation.

Vehicles and light planes rest in a debris field Friday after a tsunami hit northeastern Japan, near Sendai.

### Toll from Japan quake, tsunami climbs into hundreds

By **WILLIAM POWERS**  
WASHINGTON

TOKYO — Japan's northeastern coast was awfully wetland of broken houses, overturned cars, sludge and dirty water today as the nation molder in the devastating aftermath of one of its greatest disasters, a powerful tsunami caused by one of the world's strongest earthquakes ever recorded.

The death toll from Friday's massive 8.9 magnitude quake swelled at more than 400, but an untold number of bodies were believed to be lying in the rubble and debris, and Japanese were looking for more bodies as authorities tried to reach the hardest-hit areas.

Aerial footage showed military helicopters lifting people on rescue workers from rooftops and partially submerged buildings, surrounded by water and debris. A new school, a large “GOM” had been spelled out in English.

The earthquake that struck off the northeast coast was the biggest recorded quake ever to hit Japan. It ranked as the fifth largest earthquake in the world since 1900 and was nearly 6,000 times stronger than one that devastated Christchurch, New Zealand, last month, scientists said.

Chief Cabinet Secretary Yukio Edano said an initial assessment found “serious damage,” adding that the Defense Ministry was sending troops to the hardest-hit regions.

The official casualty toll was 413 dead, 734 missing and 1,127 injured, although police said 200 to 300 bodies were found along the coast in Sendai, the biggest city in the area. Authorities said they weren't able to reach the area because of damage to the roads.

Photo by **JAPAN**, Page A10



The New York Times

## A Japanese Plant Struggles to Produce a Critical Auto Part



# 2013


**Automotive News** MATTHEW

NEWS OPINION DATA CENTER VIDEO EVENTS & AWARDS JOBS RESOURCE CENTER +MORE

## Storms damage Subaru's Indiana plant, interrupt production

November 18, 2013 12:00 AM

TWEET SHARE EMAIL PRINT



**Automotive ALL\*STAR**  
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Congratulations TO THE 202  
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SIGN UP FOR FREE NEWSLETTER

- Daily Summary (weekdays)
- Weekly Summary (Monday)

~ \$1MM  
in  
damage

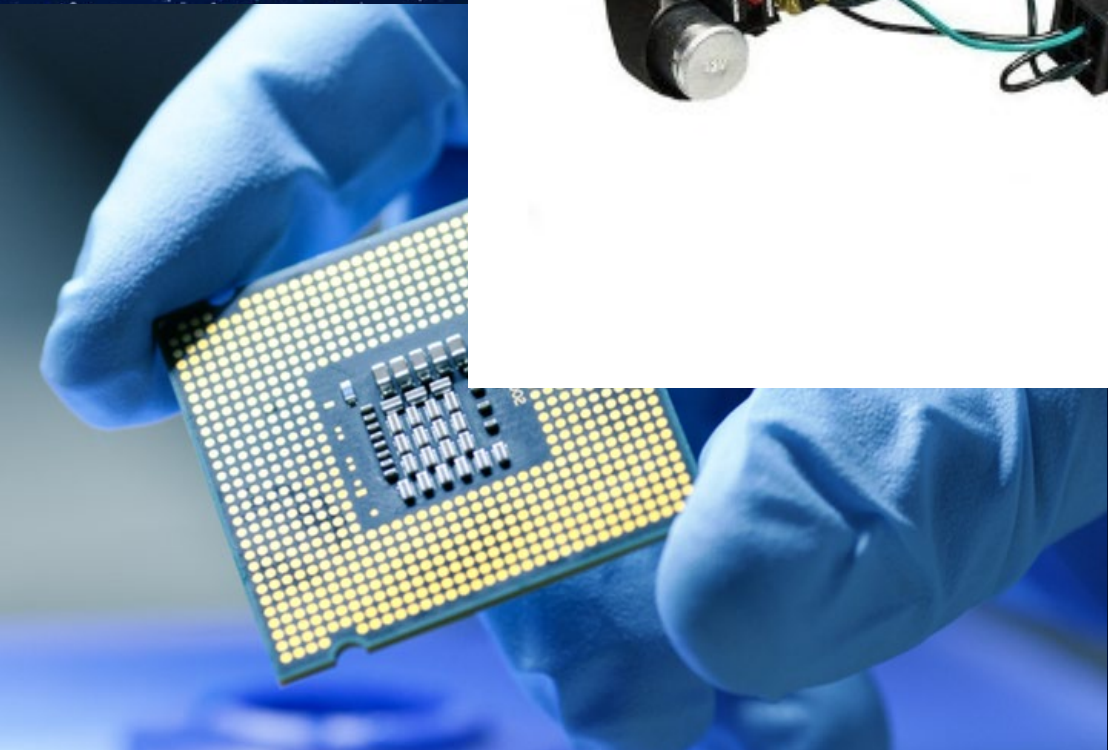
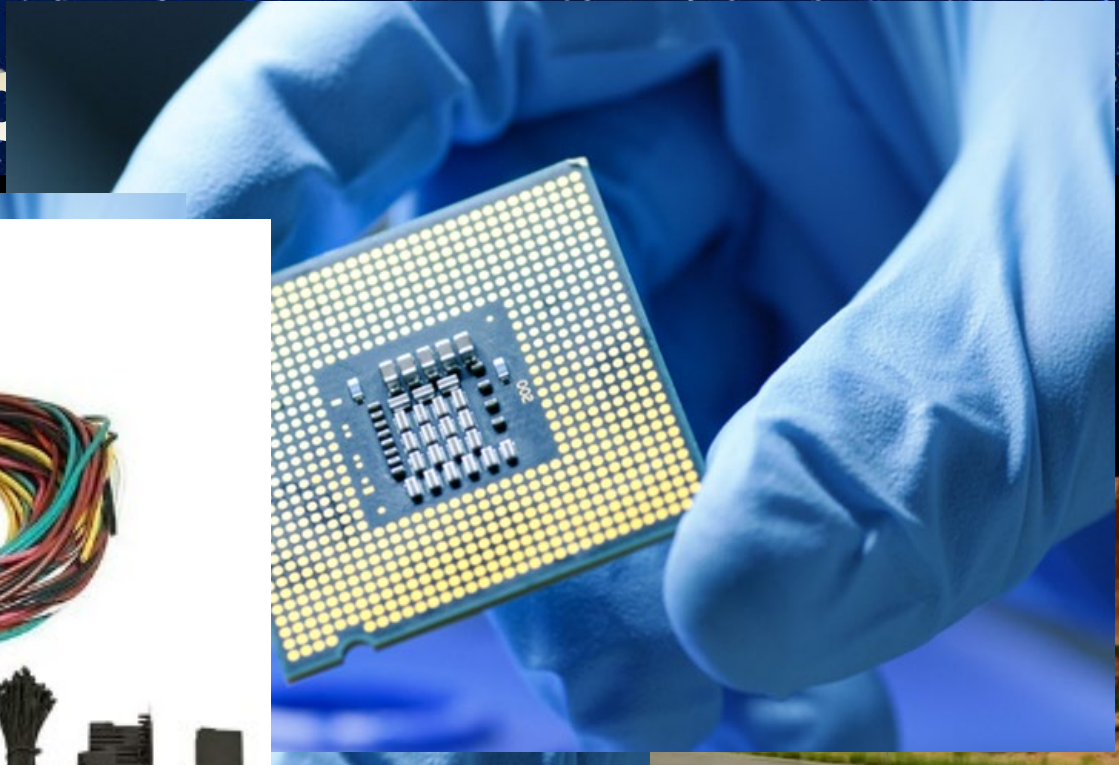
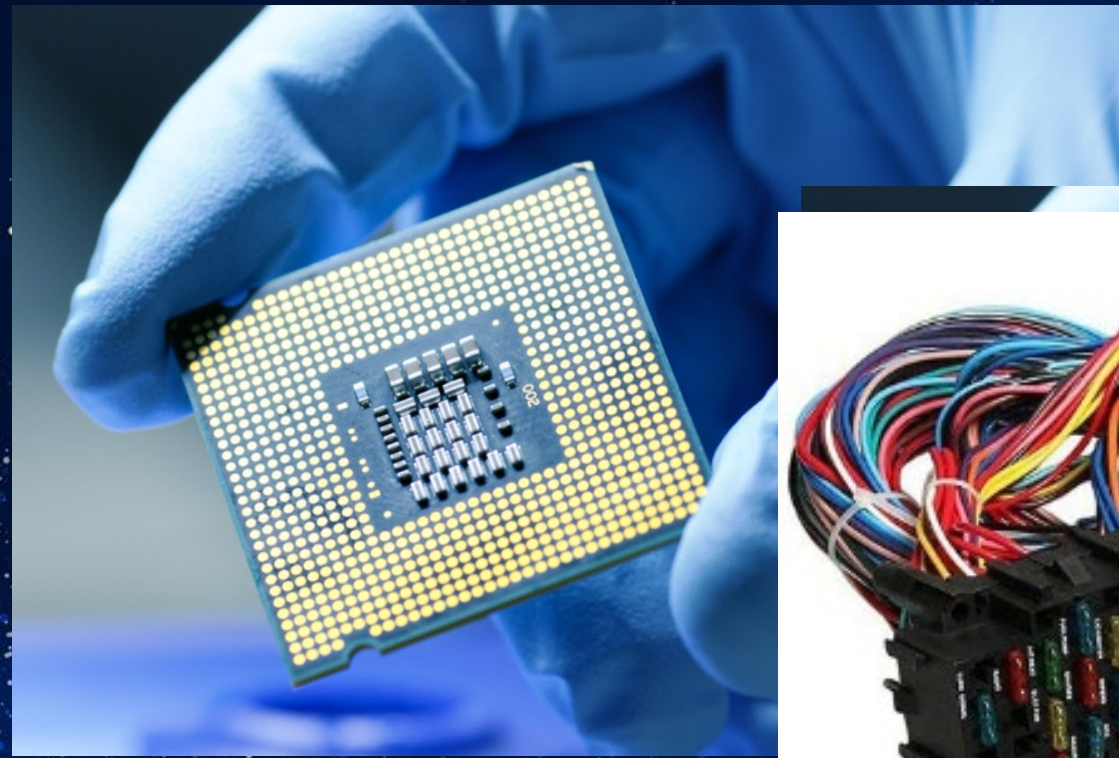


# What did we do?

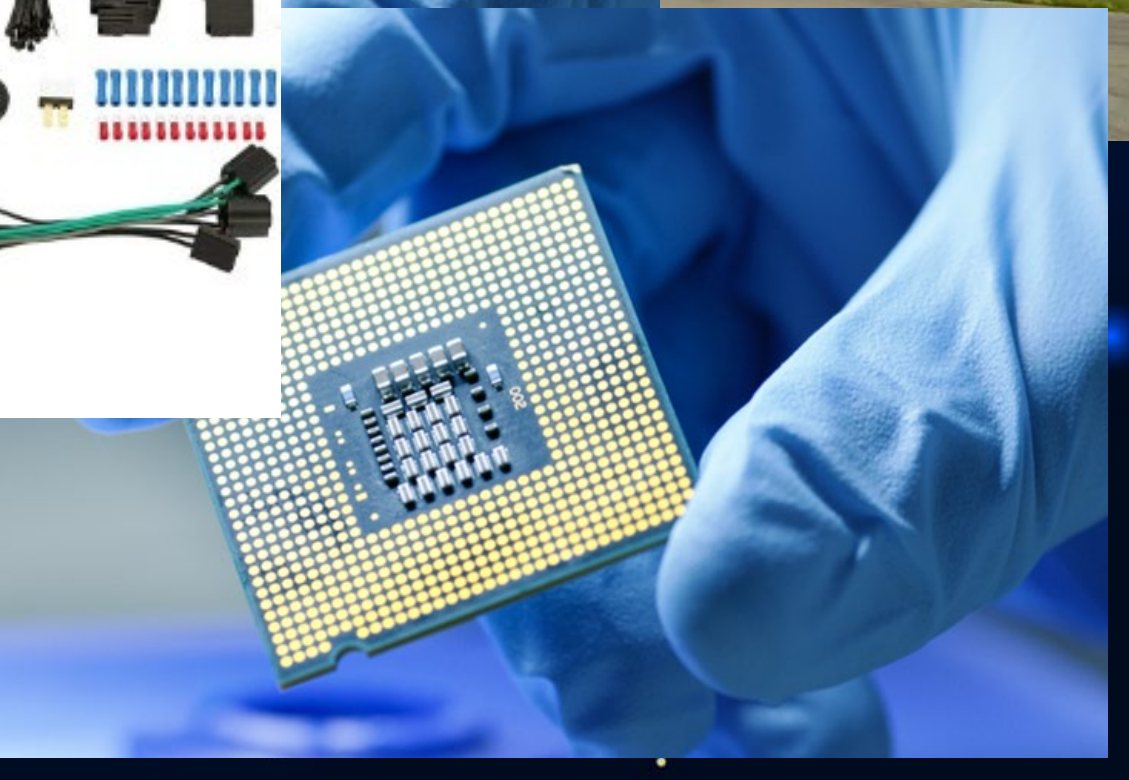




# in Disrup



LITERA  
ANYO







Menu Search Bloomberg Sign In Su

Business

# 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



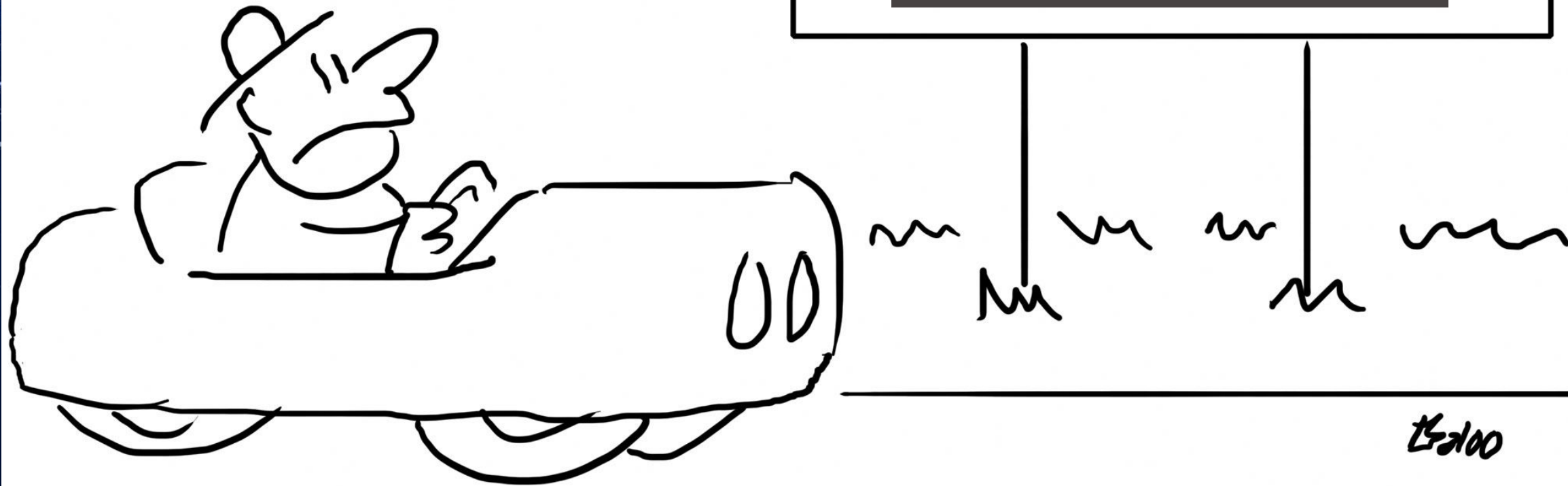
# Supply Chain Whack-a-Mole





ANYTHING MIGHT  
HAPPEN!

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NEXT 2024 MILES





# *Everything is Fine*





*Communication*





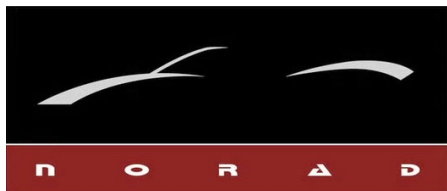
International Longshoremen's Association



# SOA Service Partners



Mitsui O.S.K. Lines



WORLD-CLASS VEHICLE PROCESSING





# 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?

CRAIN autonews.com

## Automotive News

MARCH 16, 2020 \$169/YEAR; \$6/COPY



**CORONAVIRUS CRISIS**

### A WORLD OF HURT

Outbreak clears out offices, threatens to decimate sales

**Michael Martinez**  
mmartinez@craai.com

**T**his isn't the kind of disruption the auto industry has been preparing to confront. The rapid spread of the novel coronavirus in the U.S. left automakers and suppliers scrambling last week to keep employees safe, dealerships open and factories running.

In a matter of days, companies instituted sweeping travel bans and canceled high-profile product introductions. Executives instructed tens of thousands of salaried employees to work from home, and the UAW quickly began negotiations with the Detroit 3 for any quarantined factory workers to get paid later.

Auto shows and other industry events, including the Automotive News World Congress, were postponed or canceled as the number of people in the U.S. known to have contracted COVID-19 jumped into

**DISRUPTION, Page 36**

NEW YORK INTERNATIONAL AUTO SH



Ram says it has attracted younger buyers with a mix of value, style and technology.

### Ram truck captures youth vote

Key buyers fuel sales, could build loyalty, too

**Vince Bond Jr.**  
vbond@craai.com

David Freed just traded in his 2018 Chevrolet Silverado 1500 LTZ for a 2020 Ram 1500 Laramie with a blacked-out grille.

The 23-year-old Houston advertising executive doesn't see himself going back. Freed said Chevy lost him with its latest redesign of the Silverado.

Now Ram has a chance to win Freed — who was drawn by the pickup's design, features and ride — as a customer for life.

"The Ram 'caught my eye for a while year before I bought it," Freed told Automotive News. "I'd be driving down the road, see a good-looking truck, and it was pretty much the Ram every time."

Freed is part of a youth movement that is helping fuel the brand's sales surge while buying the building blocks for consumer loyalty that could carry Ram for years to come.

Edmunds, in a report last month on the pickup market, said Ram has increased sales by "winning over the most coveted section of the market: people under 35." Ram led the industry — not just pickups — with registrations for this age group.

Ram leapfrogged the Ford F-Series with 43,262 new vehicles registered to people under 35 in 2019, a 10 percent gain from 2018, according to IHS Markit. Ford's under-35 tally last year was 40,568, down 14 percent.

Mike Koval Jr., who was named Ram's

**RAM, Page 35**

### GLOBAL COVERAGE

Europe hunkers down — executives can't come to the U.S., anyway — as China ramps up. Parts procurement gets tricky. The Fed is footing up hands, while Texas watches oil's price drop. And how safe is ride hailing these days?

**PAGES 8, 35, 36, 37**

### BATTLE FOR YOUNG BUYERS

New pickup registrations for consumers under 35

	2019	2018
Ram	43,262	39,430
F-Series	40,968	47,516
Silverado	39,181	38,976

**SOURCE: IHS MARKIT**

CRAIN autonews.com

NEW TECH: Partnering helps innovators move auto components into mass production. | PAGES 16-29 |

## Automotive News

MARCH 23, 2020 \$169/YEAR; \$6/COPY



While the viral storm clouds gathered in Wuhan, China, the North American auto industry continued with business as usual. U.S. Commerce Secretary Wilbur Ross even mused that the coronavirus might give the American worker a new global competitive advantage. | But now, as COVID-19 has swept through Kirkland and Kokomo, Warren and Wayne, the massive economic engine that is the auto industry is being stopped in its tracks. In offices, showrooms, factories and beyond, the people who normally build, sell and service cars every day have turned their focus to protecting themselves, loved ones, colleagues and customers. | In this issue, you will find managers conserving cash, lenders being mostly helpful, employees with questionable work futures and consumers wondering how bad their retirement plans will look when this is all over.

### CRISIS MODE

Financial anxiety spurs abrupt decline in dealership business

**David Muller and Vince Bond Jr.**  
dmuller@craai.com

**W**arren Waugh, who has eight luxury-brand stores in the Boston area, has seen showroom foot traffic decrease and business development center phones go mostly silent since the coronavirus pandemic began. He noted that rush-hour last week in typically traffic-snarled Boston had "little or no traffic."

"People are truly taking the warnings to heart and staying home," he said.

Waugh's Lyon-Waugh Auto Group stopped using foot traffic as a metric about a year ago and instead monitors the overall activity of its business center. But Waugh said its activities have been "really, really shockingly low," and that overall business is down on average about 40 percent.

I.I. Power illustrated how abrupt the business decline has been for dealers in the wake of the pandemic, which caused several state governments to close schools and some businesses while urging its residents to self-quarantine. I.I.

**DECLINE, Page 36**

### HOW UAW PRESSURE STARTED THE PUSH TO SHUT DOWN N.A. PLANTS

**Michael Martinez**  
mmartinez@craai.com

**D**ETROIT — In about 72 hours, a wholesale shutdown of North American vehicle production by the Detroit 3 went from unthinkable to unavoidable.

The automakers initially resisted such a drastic step when UAW President Rory Gamble proposed preemptively halting assembly lines to protect workers from the fast-spreading coronavirus. Executives acknowledged the situation was serious but wanted more time to formulate plans.

As a chaotic workweek got underway, with most salaried employees already docking in from home, those executives began looking for fear and anxiety rippling through plants. Workers began missing shifts to self-quarantine because a family member had the virus. In multiple states where the automakers have plants, bars and restaurants were ordered to close.

The week ended with plants beginning to go dark, sending shock waves through the supplier community and calling off the flow of new vehicles to

**UAW, Page 35**



# 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<sup>9</sup> PLUS **120** DAYS  
NO MONTHLY PAYMENTS FOR



# Subaru Responded Uniquely



**A Car You  
Can Love.**

**A Brand You  
Can Love.**

**A Retailer You  
Can Love.**



# Love Means Being More Than a Car Company®

## Love Promise Community Commitment



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.

## Love Promise Customer Commitment



SUBARU  
**Honesty**



SUBARU  
**Empathy**



SUBARU  
**Appreciation**



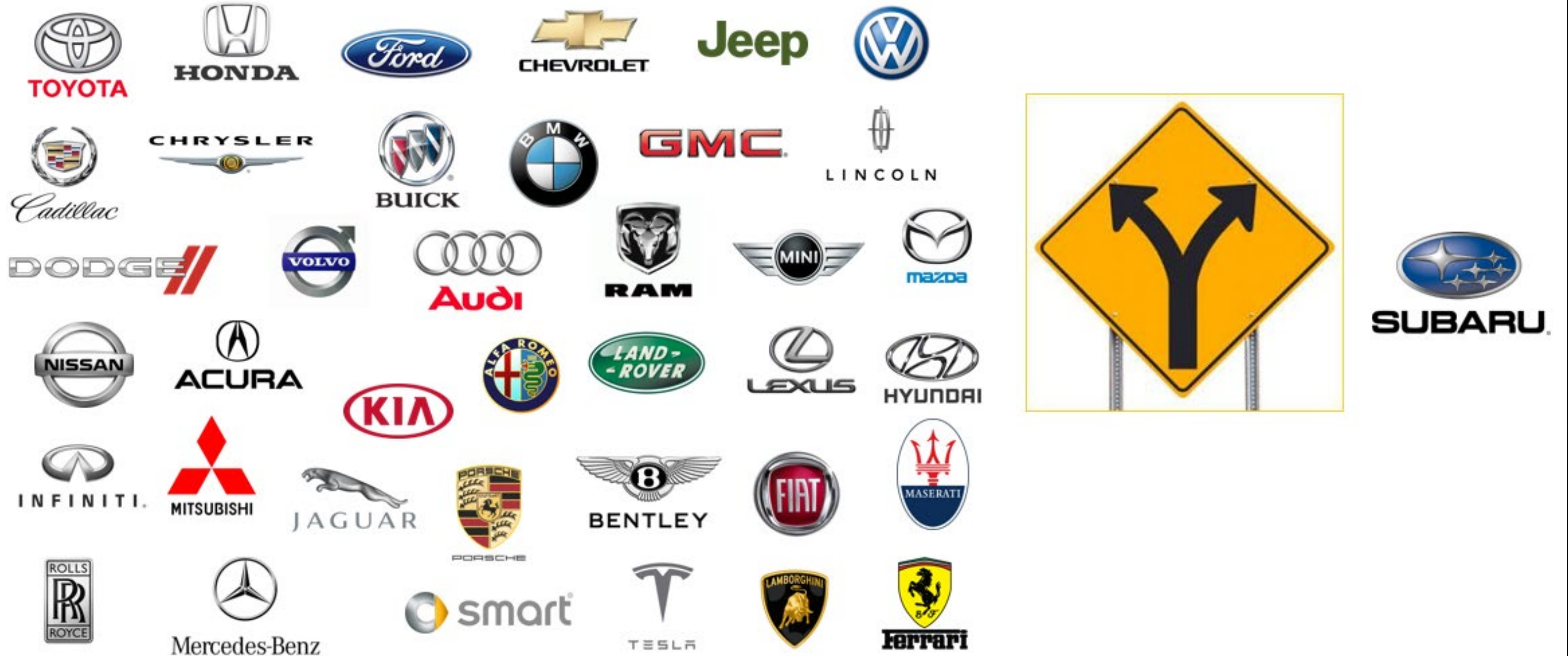
SUBARU  
**Respect**



SUBARU  
**Trust**



# Brand Differentiation





# A Brand You Can Love





# A Brand You Can Love.

**Every dog deserves a home.**

Subaru is helping The Underdogs find theirs.





# A Brand You Can Love



500,000 trees



Subaru is **#1 Corporate Donor**



Subaru is **#1 Automotive Donor**







Forbes **2023**

**BEST BRANDS  
FOR SOCIAL  
IMPACT**







RANK	BRAND	BRAND CATEGORY
1.	REI Co-op	Specialty
<b>2.</b>	<b>Subaru</b>	<b>Auto Brands</b>
3.	H-E-B	Grocery
4.	Trader Joe's	Grocery
5.	Sony	Electronics
6.	Apple	Electronics
7.	Publix Super Markets	Grocery
8.	USAA	Insurance
9.	Harley Davidson	Motorcycles
10.	Wegmans Food Markets	Grocery

Forbes **2023**  
**BEST BRANDS**  
**FOR SOCIAL**  
**IMPACT**







It's about **SO MUCH MORE** than selling a car.









# Love Promise Community Commitment

## TREMENDOUS IMPACT



8M  
Pieces of trash recycled



~300K  
Blankets and patient care kits



420K  
Animals rescued/adopted



470K  
Students supported



# In the Last Few Years HOMELESSNESS

SUBARU  
Loves  
to  
Help<sup>®</sup>



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



# Coppell, TX!



**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](https://www.subaru.com/careers)







Thank you!

[mrit@subaru.com](mailto:mrit@subaru.com)

609-694-7700

A decorative background at the bottom of the slide, featuring a dark blue gradient with a light blue curved line and a field of small white and blue stars.

**Navigating**  
the Stars