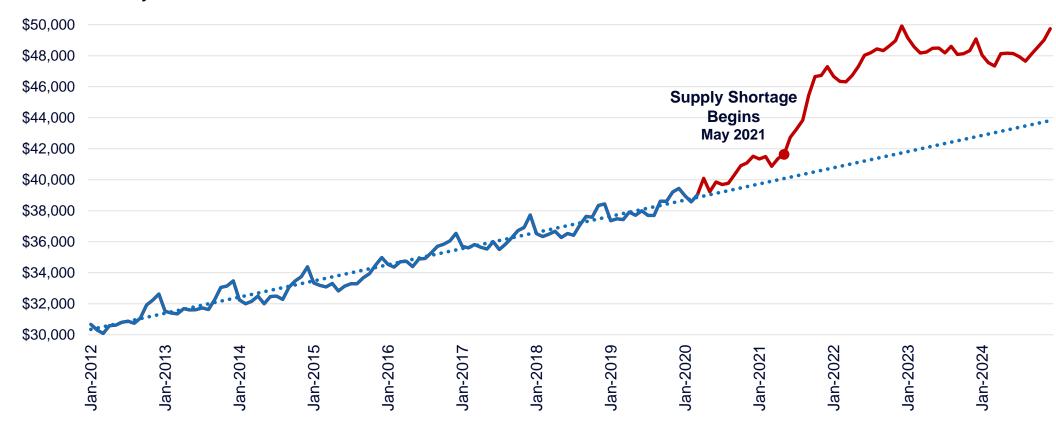


Transaction Prices | Now Near \$49,740 – Up 1.3% From Last Year

Close to \$50K peak – about 10% above prior-Covid long-term average

Estimated Monthly Transaction Prices

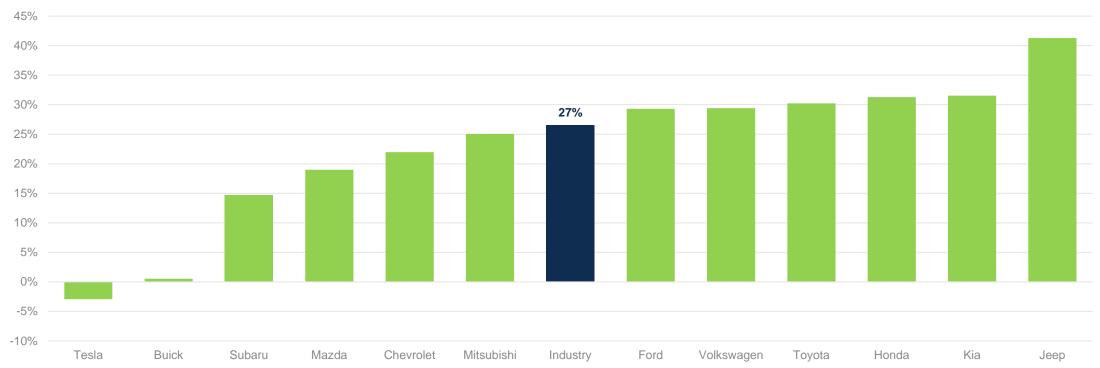




Price Change Since 2019 | Subaru Well Below National Average

Affordability a growing concern but less for lower priced brands

Average Change in Transaction Price (CY2024/CY2019)



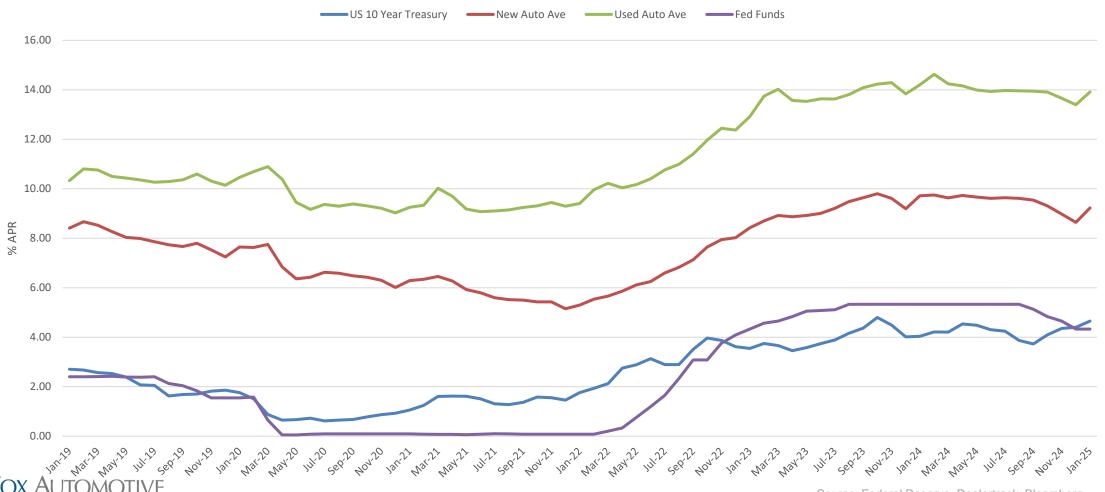
Less Vulnerable More Vulnerable



Average Auto Loan Rates Up From Multi-Year Lows in December

Auto rates declined in December but are up in so far in January as the average used rate is 13.91% and new is 9.22%

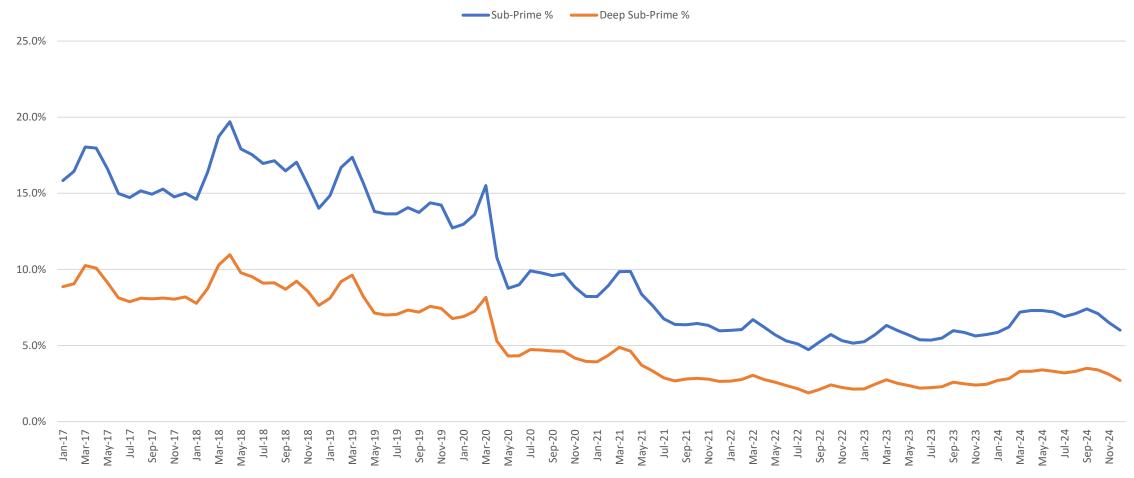
Fed Funds Rate, 10 Year, and Average Auto Loan Rates



Rates + Pricing Lost Almost 10% of Buying Pool

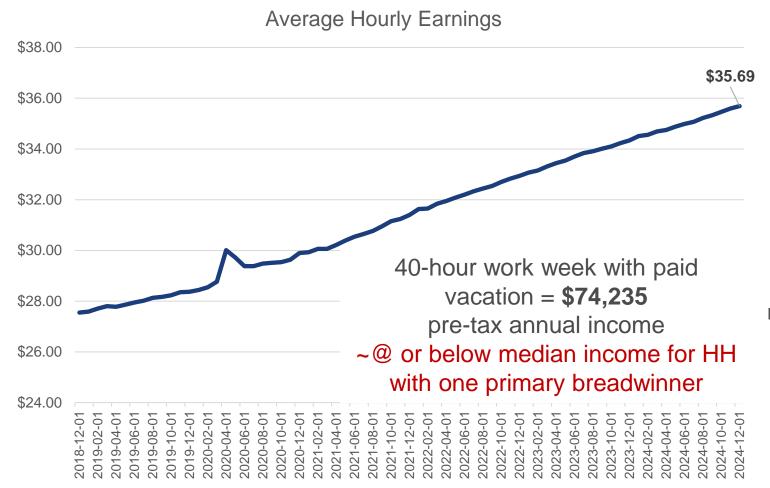
Subprime below 6% until this year; had seen modest improvement of about 2.5 ppts from low but fell at year end

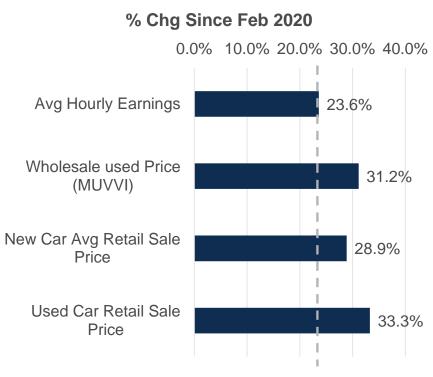
Subprime and Deep Subprime Share in New



Used Car Pricing Still Running Ahead of Average Hourly Earnings

Median income and below households (most used car dependent) hardest hit by cumulative inflation





Factors influencing affordability

There is no "one" thing that is impacting the growing costs of personal vehicle ownership

Auto Interest Rates

- Historically low interest rates during the pandemic
- Rising inflation caused Fed Fund Rate to go up
- Delinquencies and defaults rose to highest levels in 20+ years
- Used car value records

Average Transaction Price

- Historic production loss over the pandemic
- Supply chain snarls pushed demand way beyond supply
- Powertrain transition
- Globalization
- Picky U.S. market

Total Cost of Ownership

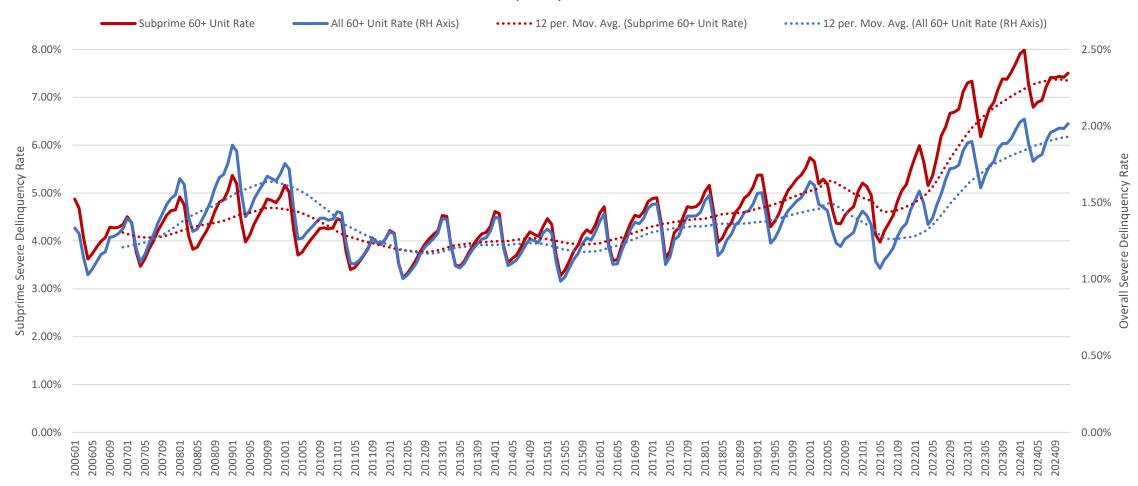
- Insurance costs
- Repairs and maintenance costs
- Alternative powertrain accommodations



Delinquency Rates Declined in November Before Rising in December

Delinquency rates ended the year up slightly y/y in aggregate but down y/y for subprime

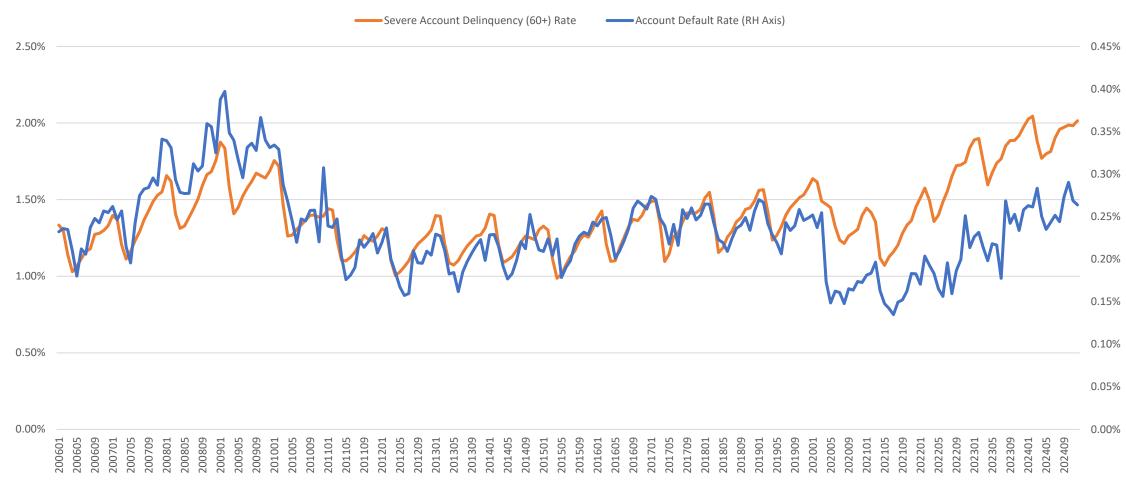
60+ Severe Delinquency Unit Rates on Auto Loans



Defaults Declined in Nov and Dec in Aggregate and for Subprime

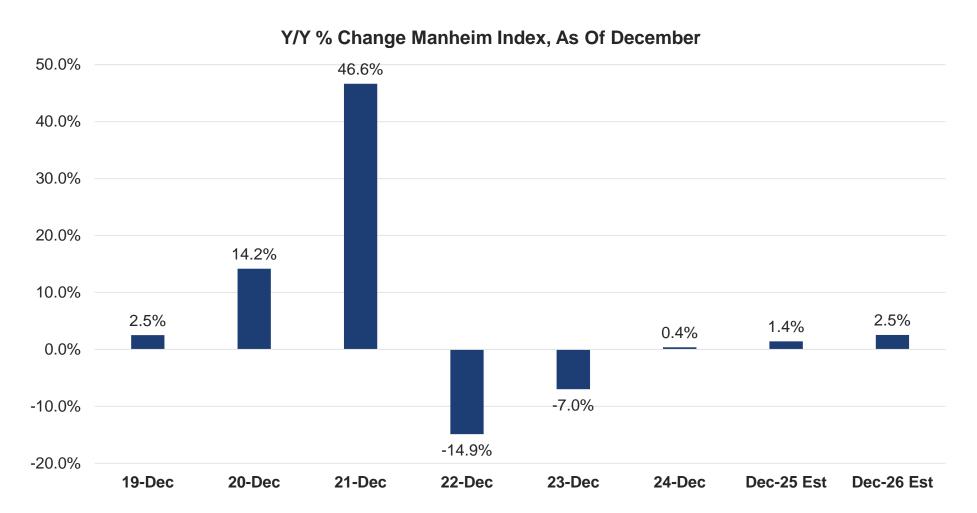
The 2024 default rate of 3.13% was closest to 2007's rate of 3.18%

Auto Loan Delinquency vs. Defaults



Used Vehicle Value Outlook Sees Return To Normal

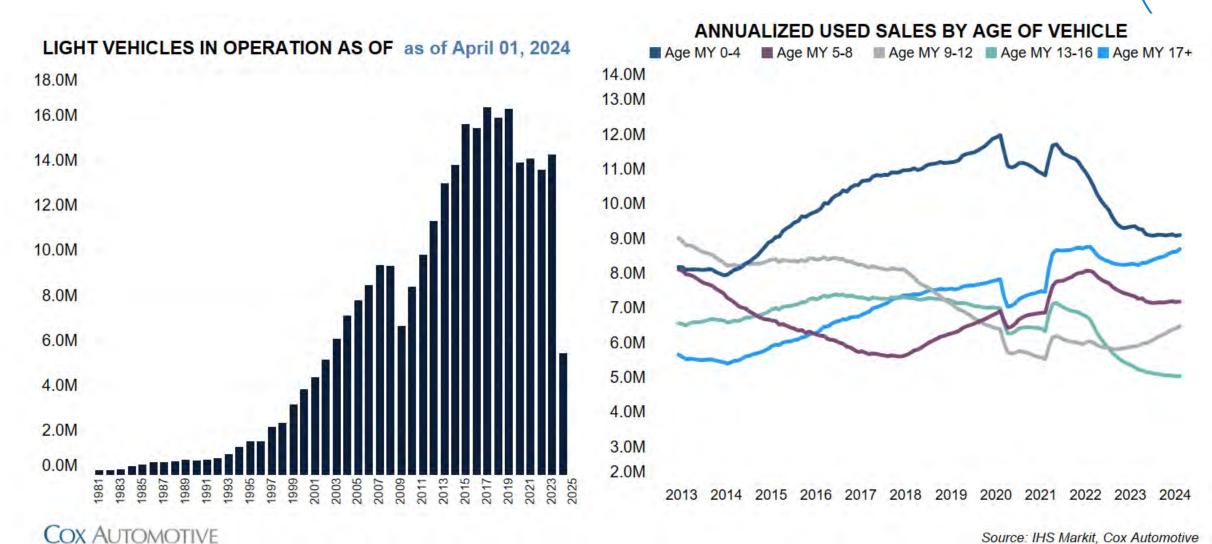
2024 saw more normal depreciation trends vs previous years and we expect normalization to continue in 2025





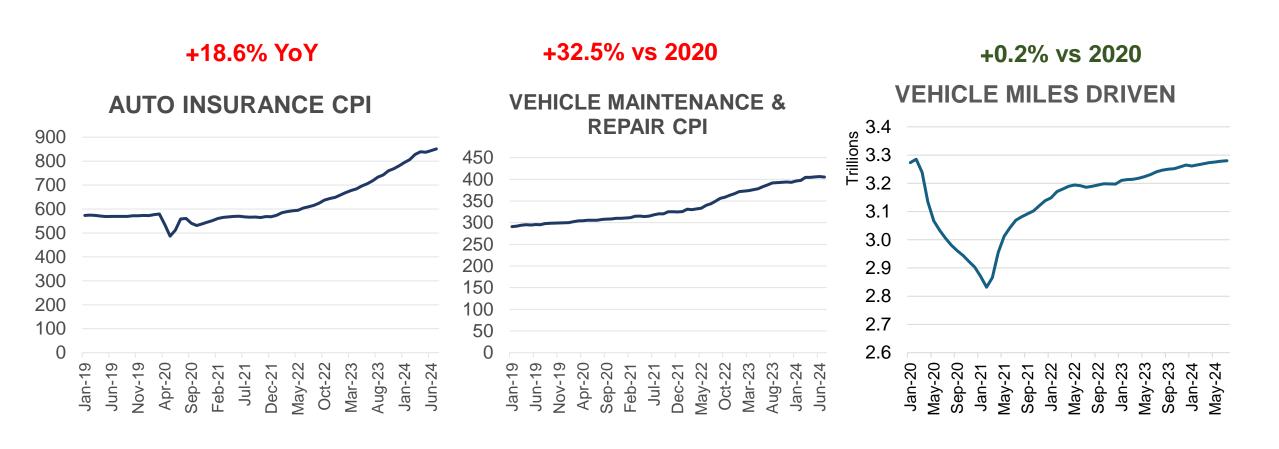
Used Sales Trends Are a Function of Supply (Type and Age)

2.5+ million fewer vehicles in each model year since 2019



Total Cost of Vehicle Ownership Also Up Significantly

Maintenance costs leveling off, insurance accelerating; but we are roughly back to prepandemic total miles driven



Now for the good news

There are positive signs in the market that show affordability may improve

Positive signs

- Vehicle sales are anticipated to be over 16mn this year for the first time since the pandemic began
- Incentives are finally creeping back to pre-pandemic levels; Inventory is good, providing options
- Real wage growth; inflation has improved for the lower income quintiles
- Monthly payments are down very moderately

What can we do?

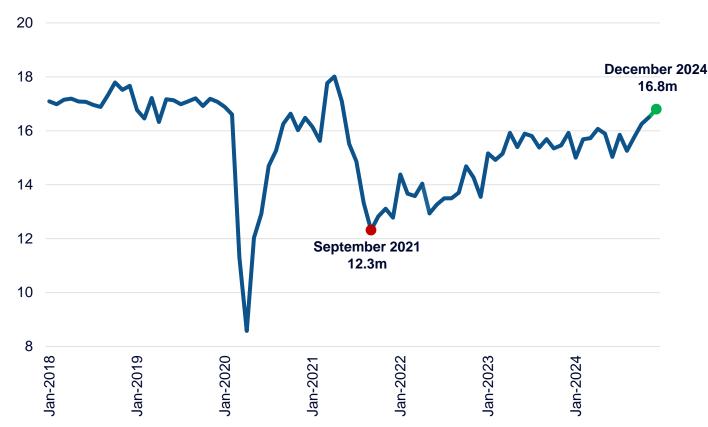
- Government and municipalities: Continue to push for electric vehicle infrastructure and better public transportation choices and reliability
- Buyers: Understand your monthly budget, work with a dealer, be willing to consider multiple models
- Everyone: Speak to what is available; it's not all gloom and doom



New Vehicle Sales | Strong Finish To 2024 – Trump Bump

Higher sales pace in Q4 takes sales to best year since 2019

Monthly Light Vehicle Sales SAAR (millions)



CY2023: 15.5 million

CY2024: 15.9 million

F2025: 16.3 million

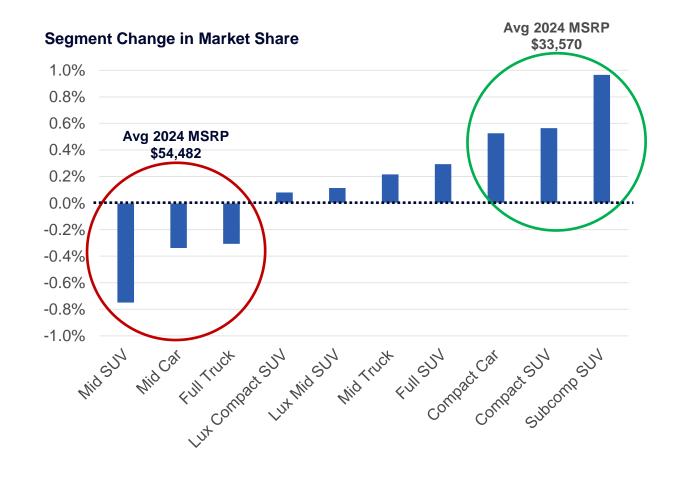
Up 2% - 3%



What's Selling In 2024 | Affordability Driving This Year's Gains

Leasing of alternatives driving market improvement – and sales of smaller vehicles

All Channels Retail Purchases Retail Leasing Rental Fleet	Change From 2023 + 2% - 5% + 19% - 1%
Commercial Fleet	+ 7%
BEV PHEV HEV ICE	+ 8% + 19% + 26% - 2%

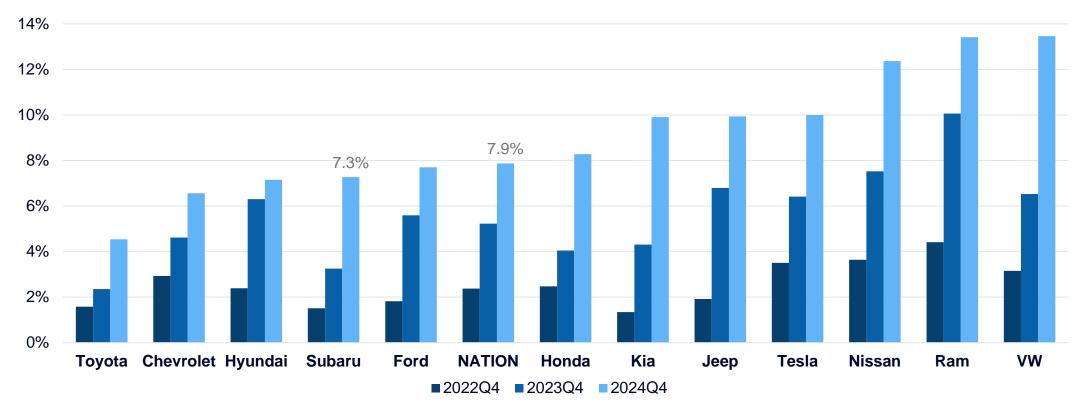




Brand Incentives | Rising For All But Amounts Vary

Subaru remains relatively low compared to VW, RAM and Nissan

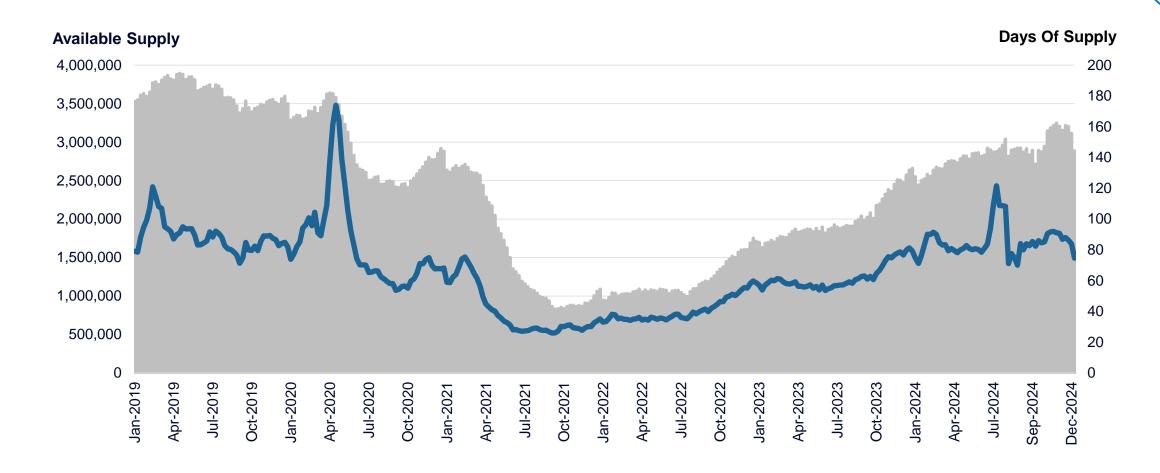
Incentive % of Transaction Price





New Vehicle Inventory | Back To Pre-Covid Levels

Currently 400K more units vs one year ago; Days of Supply at 75



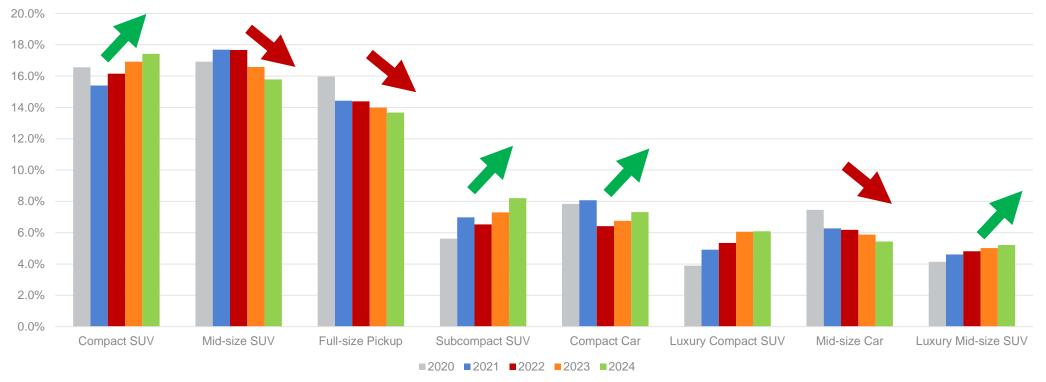


Segment Share | Smaller Sizes Gaining

Consumers willing to buy smaller vehicles to fit their budget



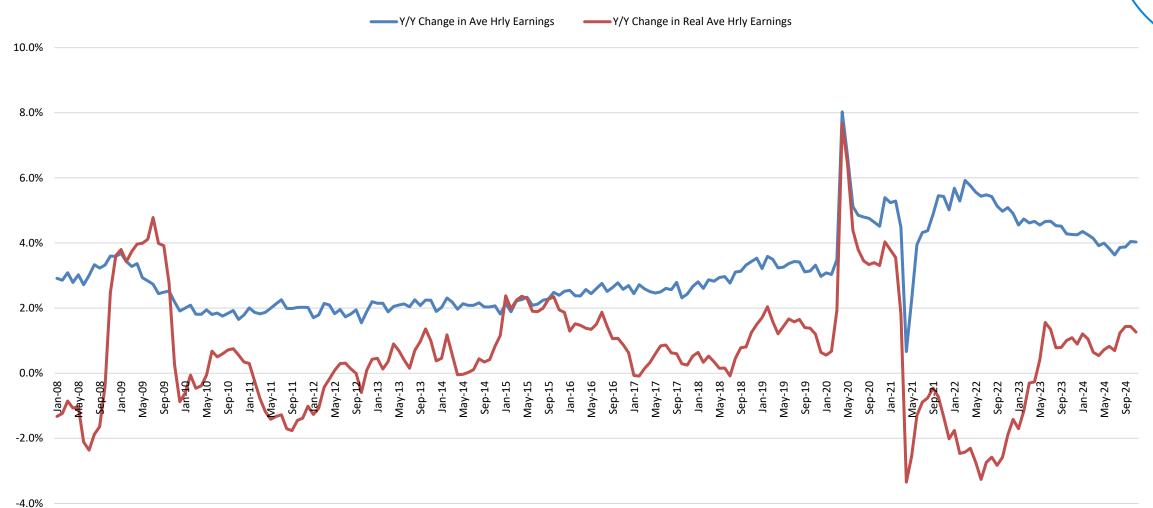
Top 8 Segments = 80% of the market





Real Earnings Positive Since May 2023

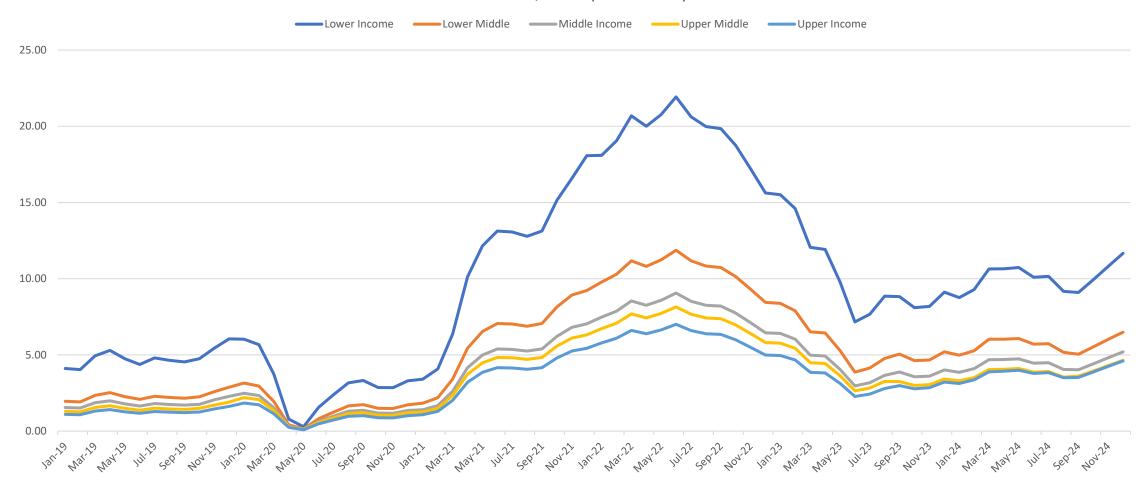
Nominal wage growth reaccelerated in recent months while inflation declined, so real earnings growth accelerated



Inflation Increased Again in December; Worse for Lowest Quintile

Inflation increased across all tiers, but the lowest quintile back to 11.7% inflation

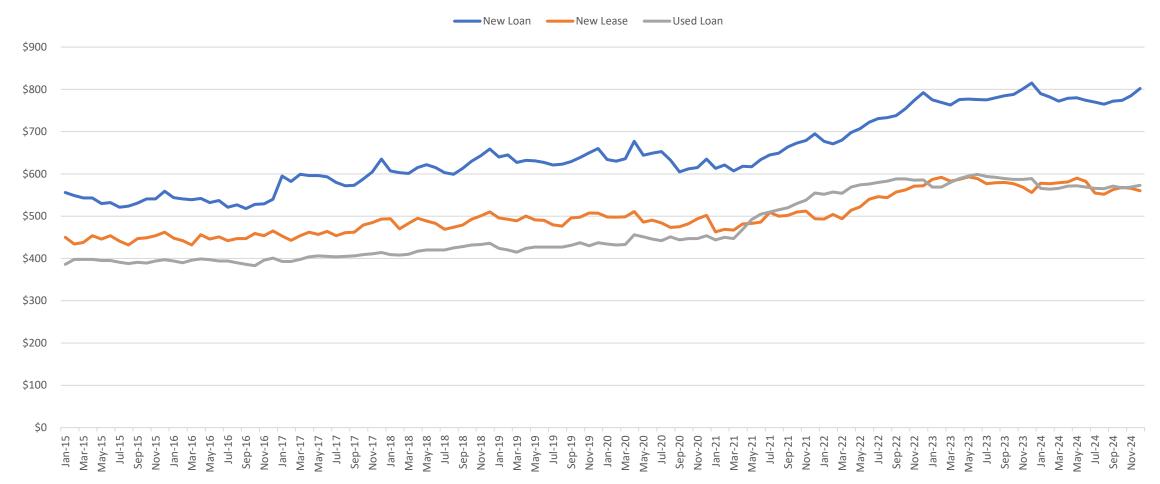
Consumer Price Inflation Y/Y % Experienced by Income Quintiles



Average Payments Are Down Modestly in 2024

Average payments still up 10-31% since 2019 and still out of reach for many households

Average Monthly Payments



Risks to Outlook

- Disruptive policy changes to tariffs, fiscal spending, and immigration
- Stock market correction from elevated valuations
- Bond market selloff drives longer term rates higher and tighter credit conditions
- Geopolitical: War in Israel; Russia in Ukraine; China in Taiwan; U.S. relations with China
- Labor Market Dynamics: Labor force declines resulting in persistent wage inflation
- Upside risks:
 - Population and labor force decline less negative from less severe shifts in immigration;
 - Strong income gains sustain stronger-than-expected consumer spending;
 - Productivity gains from capital investment and AI





16.3M

+2.8%

NEW SALES

13.3M

+1.7%

NEW RETAIL SALES

3.0M

+7.7%

FLEET SALES

2.5M

-1.6%

2025 **FORECASTS**

Change from 2024

3.3M Thanks so much

+4.2%

NEW LEASE VOLUME

25%

+1.0%

LEASE

CPO SALES PENETRATION

37.8M

1.0%

USED SALES

20.1M

1.2%

USED RETAIL SALES

+1.4%

DEC 2025 Y/Y VEHICLE VALUE INDEX