



Consolidated Financial Results for the 1st Half of FYE 2024

SUBARU CORPORATION

Atsushi Osaki, Representative Director, President & CEO

November 2nd, 2023

| Key Points

■ Results for 1st Half of FYE 2024

- **Production: 493,000 units (up 16% y/y)**

Continuing from the 1st quarter, **global production increased year on year.**

- **Operating profit: 185.8 billion yen (up 68% y/y)**

Due to factors including sales volume growth and the effects of foreign exchange rates, **operating profit increased year on year.**

■ Forecast for FYE 2024

- **Production: 1,010,000 units (up 16% y/y)**

The forecast for production volume remains unchanged from the original forecast, reflecting that progress is generally in line with the plan.

- **Operating profit: 420 billion yen (up 57% y/y)**

The Company is **revising its operating profit forecast upward from the initial guidance** with positive factors such as an improvement in sales mix and the effects of foreign exchange rates expected to offset negative factors.

■ Revision of Annual Dividend Forecast

- Interim: 38 yen per share (ordinary dividend) + 10 yen per share (commemorative dividend)

- Year-end (plan): Same amount

- **The Company is revising the annual dividend forecast** to reflect the upward revision of the full-year earnings forecast and to commemorate the 70th anniversary of the Company's founding.

1st Half :

Consolidated Profit Results

(Yen in 100 millions, Units in thousands)

	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Production	425	493	+68
Consolidated unit sales	398	469	+71
Revenue	17,509	22,135	+4,626
Operating profit	1,104	1,858	+754
Profit for the period attributable to owners of parent	779	1,509	+731
SUBARU exchange rate US\$	¥130	¥139	+¥9

Consolidated Profit Plan

(Yen in 100 millions, Units in thousands)

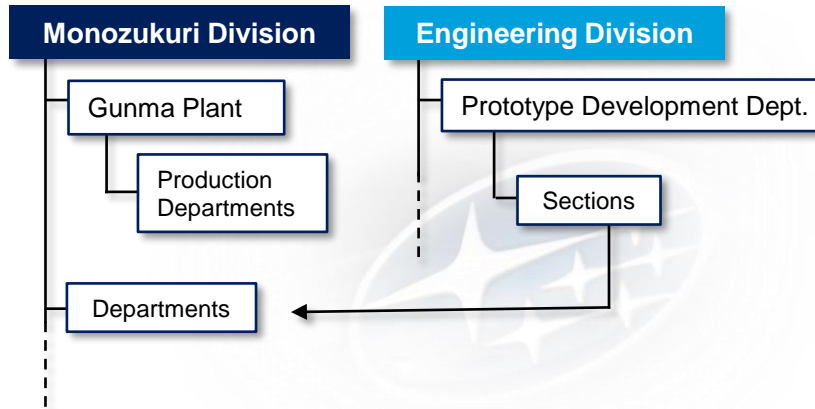
	FYE 2023 Results(a)	FYE 2024 Previous Plan(b)*	FYE 2024 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Production	874	1,010	1,010	+136	±0
Consolidated unit sales	852	1,010	1,010	+158	±0
Revenue	37,745	42,000	46,500	+8,755	+4,500
Operating profit	2,675	3,000	4,200	+1,525	+1,200
Profit for the period attributable to owners of parent	2,004	2,100	3,200	+1,196	+1,100
SUBARU exchange rate US\$	¥135	¥128	¥140	+¥5	+¥12

* Announced on August 2, 2023

Progress on the New Management Policy

Establishment of the Monozukuri Division

As a first step toward the realization of “Monozukuri Innovation,” the Manufacturing Division has been renamed the Monozukuri Division, while the prototype development function has been transferred from the Engineering Division to the Monozukuri Division.



All-New Facilities at Development Sites

All-new development facilities have been established with the aim of “Becoming One Subaru.”



New Development Facility
in Ota, Gunma

(Scheduled to Open in Jan. 2024)



New Development Facility
in Mitaka, Tokyo

(Opened in Mar. 2023)

Progress on the New Management Policy

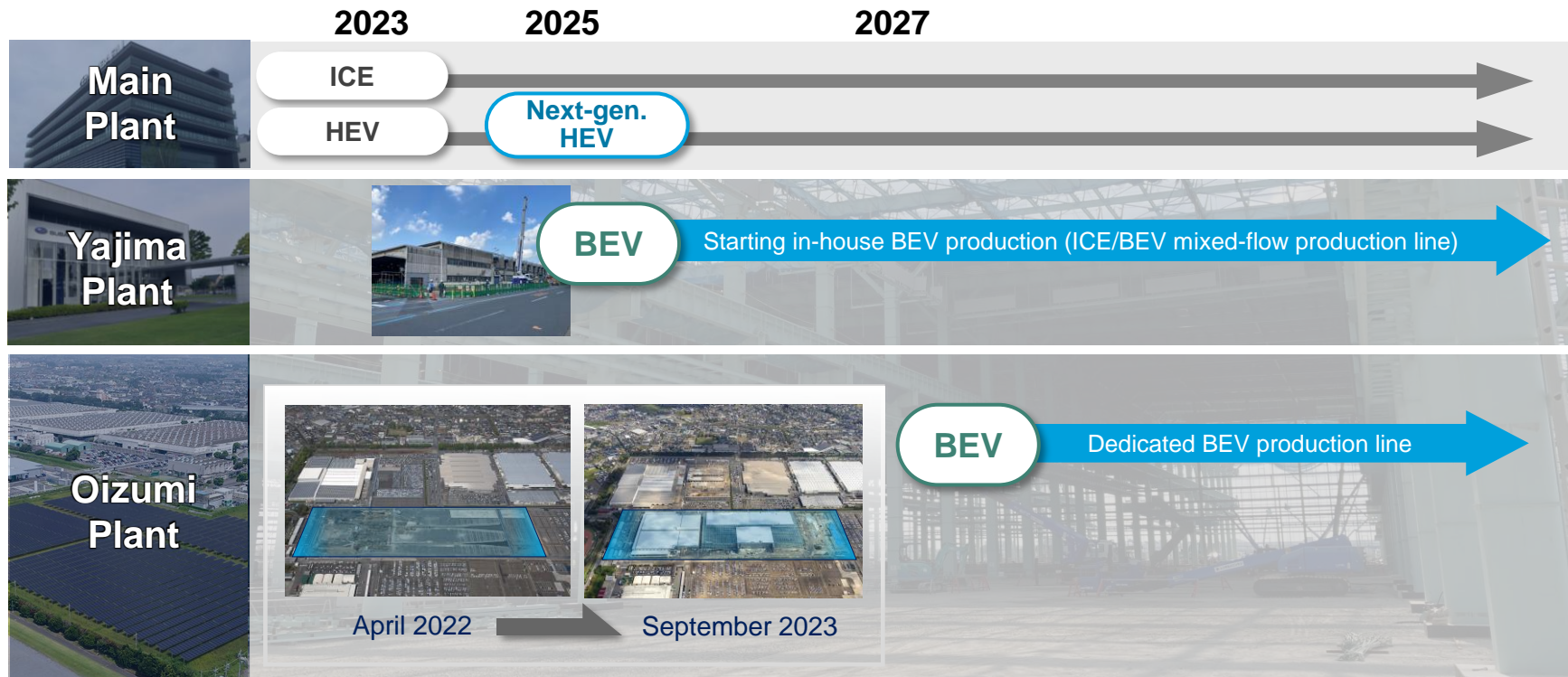
■ The Name of the New Development Facility in Ota, Gunma



- **The center of innovation, creation, and knowledge**, dedicated to creating new value.
- The hub where **Innovation Leaders are fostered, and the future is created together.**

Progress on the New Management Policy

Construction Progress





Consolidated Financial Results for the 1st Half of FYE 2024

SUBARU CORPORATION

Katsuyuki Mizuma, Director, Executive Vice President & CFO

November 2nd, 2023

Consolidated Financial Results for the 1st Half of FYE 2024

1st Half :

Consolidated Unit Sales / Complete Cars Production

(Thousand Units)

	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Production in U.S.	143	173	+30
Production in Japan	283	320	+37
Production* Total	425	493	+68

	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Consolidated Unit Sales Total	398	469	+71

* Production figures include Toyota GR86.

1st Half :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Passenger cars	40	38	-2
Minicars	9	7	-2
Domestic total	49	45	-4
U.S.	279	327	+48
Canada	22	31	+9
Europe	8	15	+7
Australia	18	27	+9
China	6	4	-2
Others	17	21	+4
Overseas total	350	424	+75
Total	398	469	+71

1st Half :

Consolidated Profit Results

(100 Million Yen)

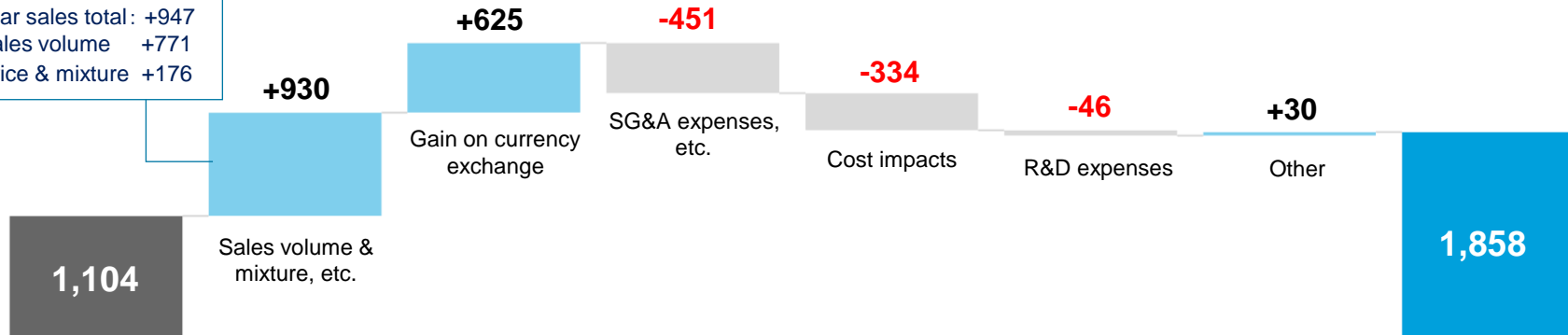
	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Revenue	17,509	22,135	+4,626
Domestic	2,816	2,886	+70
Overseas	14,693	19,248	+4,555
Operating profit	1,104	1,858	+754
Profit before tax	1,204	2,265	+1,061
Profit for the period attributable to owners of parent	779	1,509	+731
SUBARU exchange rate			
US\$	¥130	¥139	+¥9
EURO	¥137	¥151	+¥14
CAN\$	¥101	¥103	+¥2

1st Half :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)

New car sales total: +947
by sales volume +771
by price & mixture +176



FYE 2023
1st Half Results

+754

FYE 2024
1st Half Results

Sales volume & mix, etc.	+930	Currency exchange	+625	SG&A expenses, etc.				-451	Cost impacts				-334	
Domestic	-48	US \$	+508	Fixed manufacturing cost		+25	SG&A	-277	Warranty claims	-199	SUBARU	-262	SIA*1	-72
Overseas	+995	EURO	+28	SUBARU	+38	SIA*1	-13	SUBARU	-145	(including impact of foreign currency translation)	Cost reduction	+36	Cost reduction	+14
Sales Incentive	-125	CAN \$	+11	Suppliers' dies cost	+45	Suppliers' dies cost	-5	Domestic dealers	-6		Material cost, etc.	-298	Material cost, etc.	-86
Others	+108	CNY	-	Fixed processing cost	-7	Fixed processing cost	-8	SOA *2	-85					
		Currency exchange adjustment	-71					SCI *3	-13					
		Unrealized gain	+149					Others	-28					

*1 SIA: Subaru of Indiana Automotive, Inc. *2 SOA: Subaru of America Inc. *3 SCI: Subaru Canada Inc.

1st Half :

Consolidated Statement of Cash Flows / Cash and cash equivalents

(100 Million Yen)

	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	
	As of March 2023	As of September 2023	Variance
Net cash provided by (used in) operating activities	2,123	2,674	
Net cash provided by (used in) investing activities	-1,100	-3,191	
Free cash flows	1,023	-517	
Net cash provided by (used in) financing activities	-460	-840	
Effect of exchange rate change on cash and cash equivalents	1,024	619	
Cash and cash equivalents at end of period	9,795	9,058	-737
Interest bearing debts Balance at end of period *	3,126	3,232	+106
Net cash	6,669	5,826	-843

* Lease liabilities are not included in the results above.

Capex / Depreciation / R&D

(100 Million Yen)

	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Capex *1	551	964	+413
Depreciation *1	495	483	-12
R&D expenditures *2	519	621	+102

*1 : Leases, capex & amortization for intangible assets and lease liabilities are not included in the results and forecast above.

*2 : Research and development activity related costs incurred during the reporting period are written.

In accordance with IFRS, as a part of research and development expenditures is recorded as an intangible asset and amortized over its estimated useful life, this amount is different from "Research and development expenses" on Consolidated Statements of Income on IFRS.

(It matches with R&D expenses in consolidated statement of income on JGAAP)

| Forecast for FYE 2024

Consolidated Unit Sales / Complete Cars Production

(Thousand Units)

	FYE 2023 Results(a)	FYE 2024 Previous Plan(b)	FYE 2024 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Production in U.S.	299	-	-	-	-
Production in Japan	575	-	-	-	-
Production* Total	874	1,010	1,010	+136	±0

	FYE 2023 Results(a)	FYE 2024 Previous Plan(b)	FYE 2024 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Consolidated Unit Sales Total	852	1,010	1,010	+158	±0

* Production figures include Toyota GR86.

Revised Plan FYE 2024 :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2023 Results(a)	FYE 2024 Previous Plan(b)	FYE 2024 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Passenger cars	81	107	100	+19	-7
Minicars	19	19	16	-2	-3
Domestic total	100	126	116	+17	-10
U.S.	592	664	686	+94	+22
Canada	43	65	72	+29	+7
China	10	14	12	+1	-2
Others	108	141	123	+16	-17
Overseas total	753	884	894	+141	+10
Total	852	1,010	1,010	+158	±0

Consolidated Profit Plan

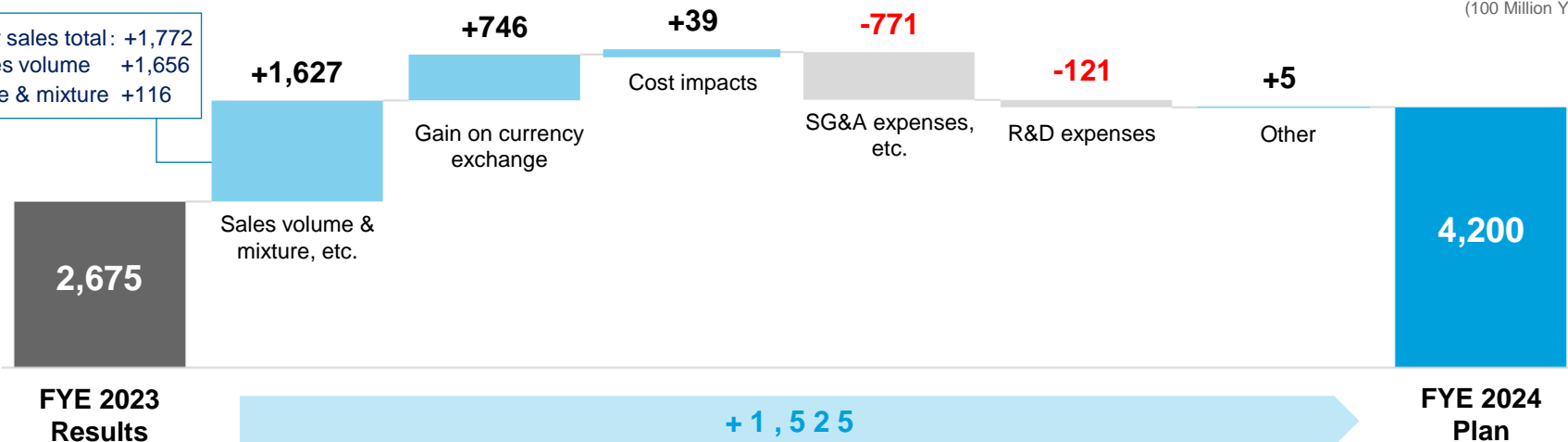
(Yen in 100 millions)

	FYE 2023 Results(a)	FYE 2024 Previous Plan(b)	FYE 2024 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Revenue	37,745	42,000	46,500	+8,755	+4,500
Operating profit	2,675	3,000	4,200	+1,525	+1,200
Profit before tax	2,784	3,000	4,600	+1,816	+1,600
Profit for the period attributable to owners of parent	2,004	2,100	3,200	+1,196	+1,100
SUBARU exchange					
US\$	¥135	¥128	¥140	+¥5	+¥12
EURO	¥141	¥138	¥150	+¥9	+¥12
CAN\$	¥102	¥94	¥102	-¥0	+¥8

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)

New car sales total: +1,772
by sales volume +1,656
by price & mixture +116



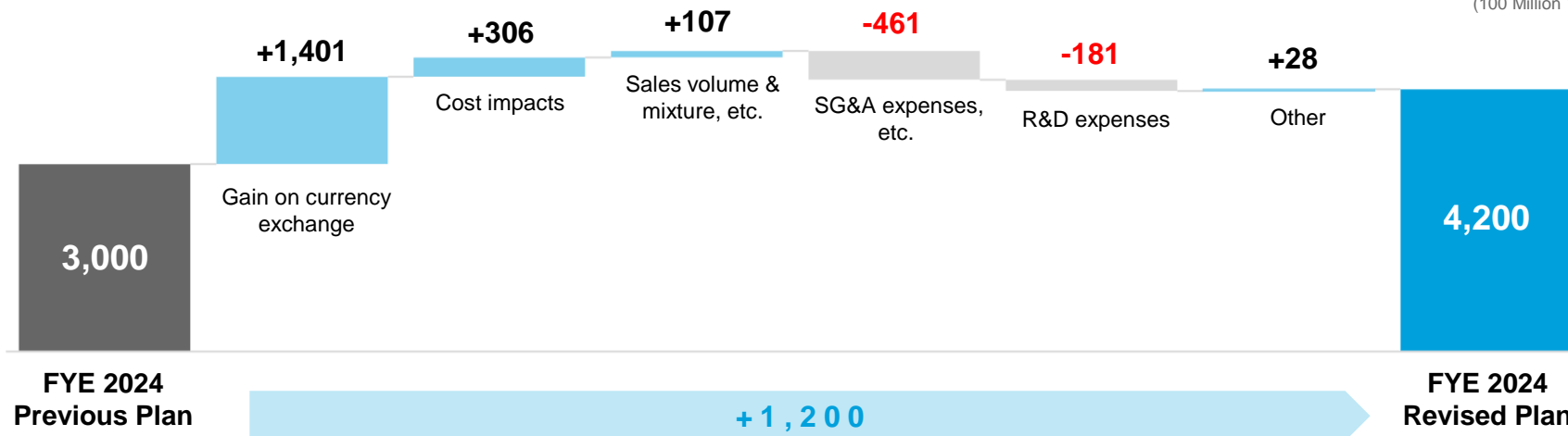
Sales volume & mix, etc.		Currency exchange		Cost reduction, etc.			SG&A expenses, etc.				Warranty claims			
+1,627		+746		+39			-771							
Domestic	+78	US \$	+554	SUBARU	-193	SIA*1	+232	Fixed manufacturing cost		+30	SG&A	-440	Warranty claims	-361
Overseas	+1,694	EURO	+40	Cost reduction	+92	Cost reduction	+58	SUBARU	+24	SIA*1	+6	SUBARU	-229	(including impact of foreign currency translation)
Sales Incentive	-526	CAN \$	-5	Material cost, etc.	-285	Material cost, etc.	+174	Suppliers' dies cost	+82	Suppliers' dies cost	+51	Domestic dealers	-17	
Others	+381	CNY	-					Fixed processing cost	-58	Fixed processing cost	-45	SOA *2	-121	
		Currency exchange adjustment	-8									SCI *3	-24	
		Unrealized gain	+165									Others	-49	

*1 SIA: Subaru of Indiana Automotive, Inc. *2 SOA: Subaru of America Inc. *3 SCI: Subaru Canada Inc.

Previous Plan FYE 2024 (as of August 2nd) vs Revised Plan :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



Currency	Change	Category	Change	Category	Change	Category	Change	Category	Change	Category	Change		
Currency exchange	+1,401	Cost reduction, etc.	+306	Sales volume & mix, etc.	+107	SG&A expenses, etc.	-461						
US \$	+1,322	SUBARU	+192	SIA*1	+114	Domestic	-77	Fixed manufacturing cost	+53	SG&A	-157	Warranty claims	-357
EURO	+44	Cost reduction	+64	Cost reduction	+40	Overseas	+326	SUBARU	+16	SIA*1	+37	SUBARU	-120
CAN \$	+91	Material cost, etc.	+128	Material cost, etc.	+74	Sales Incentive	-181	Suppliers' dies cost	+26	Suppliers' dies cost	+14	Domestic dealers	+13
CNY	-1					Others	+39	Fixed processing cost	-10	Fixed processing cost	+23	SOA*2	-45
Currency exchange adjustment	+117											SCI*3	-6
Unrealized gain	-172											Others	+1

*1 SIA: Subaru of Indiana Automotive, Inc. *2 SOA: Subaru of America Inc. *3 SCI: Subaru Canada Inc.

Capex / Depreciation / R&D

(100 Million Yen)

	FYE 2023 Results(a)	FYE 2024 Previous Plan(b)	FYE 2024 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Capex *1	1,228	1,800	1,800	+572	±0
Depreciation *1	1,030	1,000	1,000	-30	±0
R&D expenditures *2	1,078	1,200	1,350	+272	+150

*1 : Leases, capex & amortization for intangible assets are not included in the results and forecast above.

*2 : Research and development activity related costs incurred during the reporting period are written.

In accordance with IFRS, as a part of research and development expenditures is recorded as an intangible asset and amortized over its estimated useful life, this amount is different from "Research and development expenses" on Consolidated Statements of Income on IFRS.

(It matches with R&D expenses in consolidated statement of income on JGAAP)

Shareholder Returns

(Yen)

	FYE2023 Results	FYE2024 Previous Forecast	FYE2024 Revised Forecast
Interim Dividend	38	38	48 Ordinary: 38+Commemorative:10
Year-end Dividend	38	38	48 Ordinary: 38+Commemorative:10
Total	76	76	96 Ordinary: 76+Commemorative:20

Appendix

- Segment information by Business & Geographic (1st Half)
- Overseas Revenue (1st Half)
- Consolidated Statement of Financial Position
- Non-consolidated Unit Sales (1st Half)
- Operating Results of Subsidiaries in U.S. (1st Half)
- Consolidated Financial Results for 2nd Quarter (3 months)
- Forecast for 2nd Half FYE 2024
- FYE 2023 and FYE 2024 Results (by Quarter)
- Complete Cars Production / Retail Sales Units

1st Half :

Revenue and Operating Profit by Business Segment (Consolidated)

(100 Million Yen)

	Revenue				Operating profit			
	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance	FYE 2024 Plan	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance	FYE 2024 Plan
Automobile	17,134	21,635	+4,500	45,394	1,100	1,837	+737	4,140
Aerospace	351	474	+123	1,057	-32	-11	+21	20
Other	24	26	+2	49	36	30	-7	40
Elimination & Corporate	-	-	-	-	0	3	+3	-
Total	17,509	22,135	+4,626	46,500	1,104	1,858	+754	4,200

1st Half :

Revenue and Operating Profit by Geographic Area (Consolidated)

(100 Million Yen)

	Revenue			Operating profit		
	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Japan	3,876	4,495	+618	778	1,080	+302
North America	13,053	16,911	+3,859	862	1,177	+315
Other	580	729	+149	12	-15	-27
Elimination & Corporate	-	-	-	-548	-383	+164
Total	17,509	22,135	+4,626	1,104	1,858	+754

1st Half :

Overseas Revenue (Consolidated)

(100 Million Yen)

	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
North America	13,235	17,200	+3,965
Europe	303	594	+291
Asia	467	339	-128
Other	688	1,115	+427
Total	14,693	19,248	+4,555

Consolidated Statement of Financial Position

(100 Million Yen)

	As of March 2023	As of September 2023	Variance
Total assets	39,442	43,665	+4,224
Current assets	24,298	27,284	+2,986
Non-current assets	15,144	16,382	+1,238
Total liabilities	18,342	20,620	+2,278
Interest bearing debts	3,126	3,232	+106
Total equity	21,099	23,045	+1,946
Retained earnings	16,237	17,454	+1,217
Equity attributable to owners of parent	21,010	23,024	+2,014
Ratio of equity attributable to owners of parent to total assets	53.3%	52.7%	-0.5%
D/E ratio	0.15	0.14	-0.01

1st Half :

Non-consolidated Unit Sales

(Thousand Units)

	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Domestic production*	283	320	+37
Domestic sales	50	46	-4
Passenger cars	40	39	-1
Minicars	10	7	-3
Export total	228	273	+45
Components for overseas production	153	164	+11
Total	431	483	+52

* Production figures include Toyota GR86.

1st Half :

Operating Results of Subsidiaries in U.S.

(Million US\$)

SOA *1	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Net sales	9,125	11,066	+1,941
Operating income	521	597	+76
Net income	354	501	+147
Retail sales (Thousand units)	267	322	+55
SIA *2	FYE 2023 1 st Half Results	FYE 2024 1 st Half Results	Variance
Net sales	3,939	5,061	+1,123
Operating income	-38	107	+145
Net income	-26	98	+124
Production (Thousand units)	143	173	+30

*1 SOA: Subaru of America Inc. *2 SIA: Subaru of Indiana Automotive, Inc.

2nd Quarter (3 months) :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2023 2Q Results	FYE 2024 2Q Results	Variance
Passenger cars	23	21	-3
Minicars	5	3	-2
Domestic total	28	24	-4
U.S.	140	164	+24
Canada	11	15	+4
Europe	3	8	+5
Australia	9	12	+3
China	3	2	-2
Others	8	9	+1
Overseas total	174	210	+35
Total	203	234	+31

2nd Quarter (3 months) :

Consolidated Profit Results

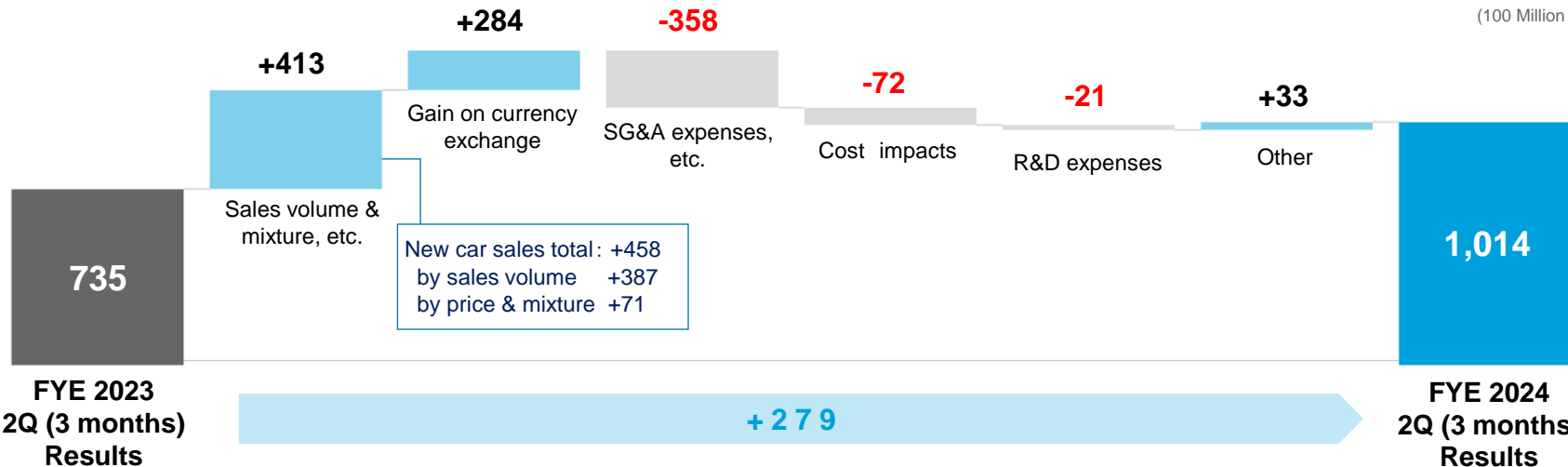
(100 Million Yen)

	FYE 2023 2Q Results	FYE 2024 2Q Results	Variance
Revenue	9,168	11,313	+2,145
Domestic	1,546	1,476	-69
Overseas	7,622	9,837	+2,214
Operating profit	735	1,014	+279
Profit before tax	819	1,111	+291
Profit for the period attributable to owners of parent	506	777	+271
SUBARU exchange rate US\$	¥135	¥143	+¥7
EURO	¥140	¥155	+¥16
CAN\$	¥105	¥107	+¥2

2nd Quarter (3 months) :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



Sales volume & mix, etc.	+413	Currency exchange	+284	SG&A expenses, etc.				-358	Cost impacts	-72				
Domestic	-74	US \$	+228	Fixed manufacturing cost		+13	SG&A	-192	Warranty claims	-179	SUBARU	-42	SIA*1	-30
Overseas	+532	EURO	+18	SUBARU	+20	SIA*1	-7	SUBARU	-117	(including impact of foreign currency translation)	Cost reduction	+18	Cost reduction	+8
Sales Incentive	-104	CAN \$	+3	Suppliers' dies cost	+35	Suppliers' dies cost	+5	Domestic dealers	-2		Material cost, etc.	-60	Material cost, etc.	-38
Others	+59	CNY	-	Fixed processing cost	-15	Fixed processing cost	-12	SOA *2	-66					
		Currency exchange adjustment	-16				SCI *3	-2						
		Unrealized gain	+51				Others	-5						

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Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2023 2 nd Half Results	FYE 2024 2 nd Half Plan	Variance
Passenger cars	42	63	+21
Minicars	9	9	-1
Domestic total	51	71	+20
U.S.	313	359	+46
Canada	21	41	+21
China	4	8	+4
Others	65	61	-4
Overseas total	403	469	+66
Total	454	541	+87

Consolidated Profit Results

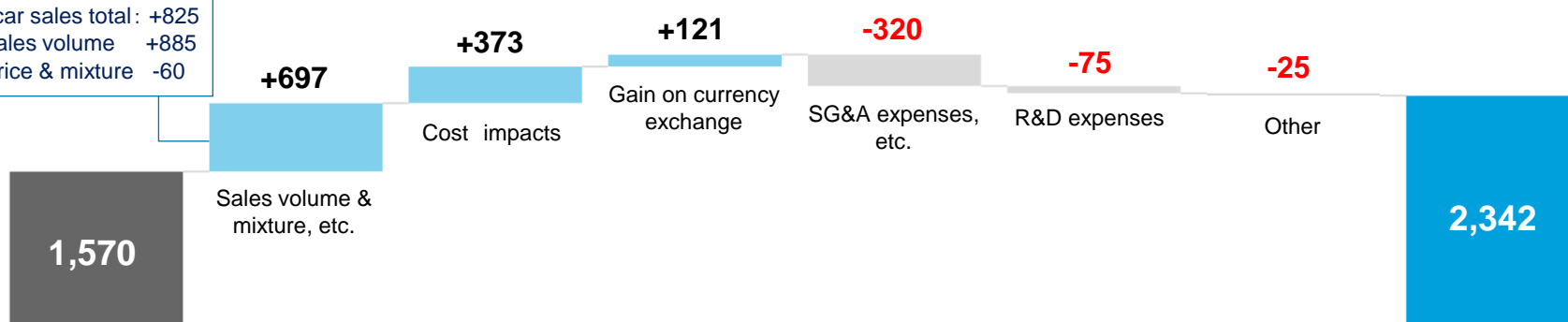
(100 Million Yen)

		FYE 2023 2 nd Half Results	FYE 2024 2 nd Half Plan	Variance
Revenue		20,236	24,365	+4,130
Operating profit		1,570	2,342	+771
Profit before tax		1,580	2,335	+755
Profit for the period attributable to owners of parent		1,226	1,691	+465
SUBARU exchange rate	US\$	¥140	¥140	+¥0
	EURO	¥143	¥150	+¥7
	CAN\$	¥103	¥100	-¥3

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)

New car sales total: +825
by sales volume +885
by price & mixture -60



FYE 2023
2nd Half Results

+ 771

FYE 2024
2nd Half Plan

Sales volume & mix, etc.	+697	Cost impacts	+373	Currency exchange	+121	SG&A expenses, etc.	-320
Domestic	+126	SUBARU +69	SIA*1 +304	US \$ +46	Fixed manufacturing cost +5	SG&A -163	Warranty claims -162
Overseas	+699	Cost reduction +56	Cost reduction +44	EURO +12	SUBARU -14	SIA*1 +19	SUBARU -84
Sales Incentive	-401	Material cost, etc. +13	Material cost, etc. +260	CAN \$ -16	Suppliers' dies cost +37	Suppliers' dies cost +56	Domestic dealers -11
Others	+273			CNY -	Fixed processing cost -51	Fixed processing cost -37	SOA *2 -36
				Currency exchange adjustment +63			SCI *3 -11
				Unrealized gain +16			Others -21

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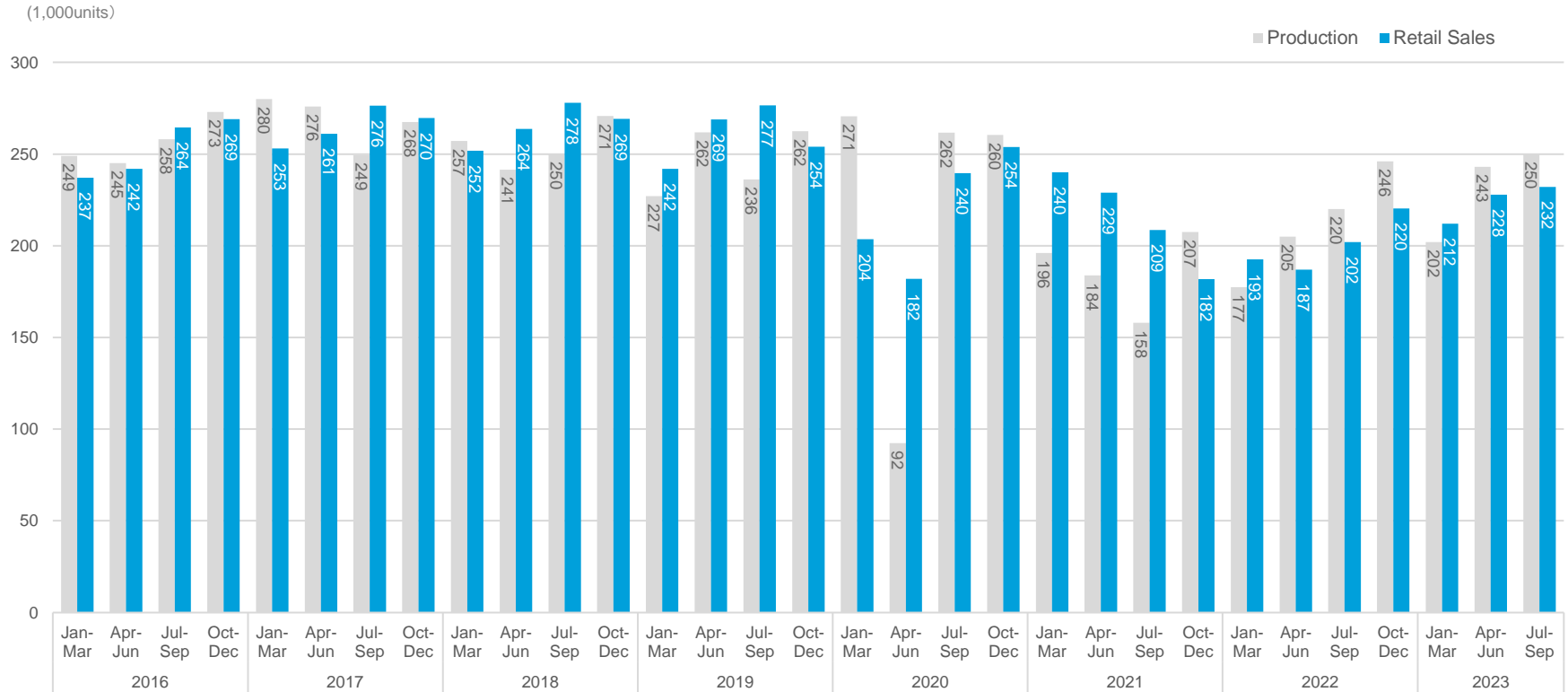
FYE 2023 and FYE 2024 Results(by Quarter)

(Yen in 100 millions, Units in thousands)

	FYE 2023 Results				FYE 2024 Results	
	1Q	2Q	3Q	4Q	1Q	2Q
Consolidated Unit Sales	196	203	237	217	236	234
Production *	205	220	246	202	243	250
Revenue	8,341	9,168	10,571	9,665	10,821	11,313
Operating profit	370	735	1,032	538	845	1,014
Profit for the period attributable to owners of parent	272	506	766	460	732	777
SUBARU exchange rate US\$	¥125	¥135	¥144	¥133	¥135	¥143

* Production figures include Toyota GR86.

Complete Cars Production / Retail Sales Units



* Production figures include Toyota GR86.



Forward-looking statements including projections and future strategies mentioned in this presentation are based on currently available information and assumptions and are subject to risks and uncertainties. Actual results may vary materially as a result of various factors including, without limitation, economic conditions, market demand and fluctuations in foreign exchange rates. Investors are asked not to rely solely on the information in this presentation when they make their final investment decisions.