



Consolidated Financial Results for the 3rd Quarter of FYE 2023

SUBARU CORPORATION

Katsuyuki Mizuma, Director, Executive Vice President & CFO

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Key Points

■ Results for the nine months ended December 2022

- **Production: 671,000 units (up 22% from same period of previous year)**

While production constraints due mainly to semiconductor shortages continued, global production increased year over year as the Company worked to minimize the impact by taking measures such as flexibly rescheduling production plans.

- **Operating profit: 213.7 billion yen (up 177% from same period of previous year)**

As the steady sales and the positive effects of the weak yen offset the impact of continuing material cost increases, operating profit significantly increased year over year. (As with the 1st half period results, the negative impact of the sharp exchange rate fluctuations on the profit for accounting reasons is included.)

■ Forecasts for FYE 2023

- **Production: 880,000 units (up 21% from previous year)**

While the Company aimed for the pre-Covid production level of 540,000 units for the second half period, it will revise production outlook for FYE 2023 in light of the continuing production constraints due to semiconductor shortages.

- **Operating profit: 300 billion yen (up 232% from previous year)**

While forecasts for global unit sales and revenue are revised due to the decrease in production volume outlook, the forecast for operating profit remains unchanged from the previous announcement, reflecting the Company's efforts to carefully examine expenses and increase the efficiency of its value chain from manufacturing through sales, as well as the changes in exchange rate assumptions.

Notes on results: Vehicle volume figures are rounded off to the nearest thousand. Yen figures are rounded off to the nearest hundred million.

| Consolidated Financial Results for the 3rd Quarter of FYE 2023

3rd Quarter (9 months) :

Consolidated Unit Sales / Complete Cars Production

(Thousand Units)

	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Production in U.S.	199	214	+15
Production in Japan	350	457	+107
Production* Total	549	671	+122

	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Consolidated Unit Sales Total	548	635	+88

* Production figures include Toyota GR86.

3rd Quarter (9 months) :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Passenger cars	54	62	+8
Minicars	12	14	+2
Domestic total	66	76	+10
U.S.	372	437	+65
Canada	39	33	-6
Europe	12	15	+3
Australia	27	34	+7
China	11	8	-3
Others	22	32	+10
Overseas total	482	559	+77
Total	548	635	+88

3rd Quarter (9 months) :

Consolidated Profit Results

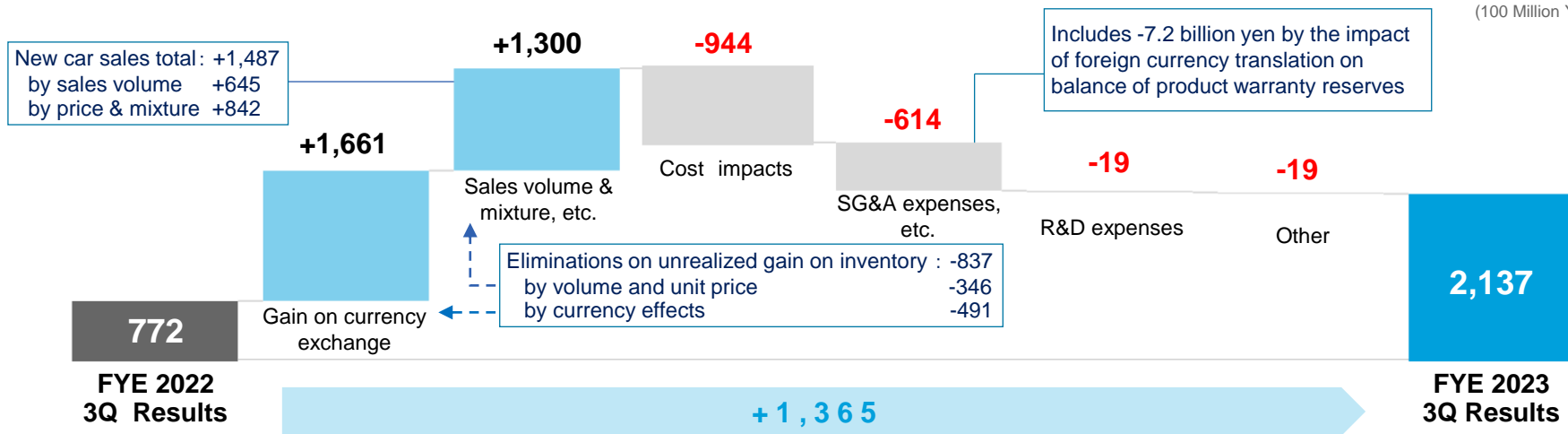
(100 Million Yen)

		FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Revenue		20,075	28,080	+8,005
Domestic		3,457	4,318	+861
Overseas		16,618	23,762	+7,144
Operating profit		772	2,137	+1,365
Profit before tax		913	2,151	+1,239
Profit for the period attributable to owners of parent		629	1,544	+916
SUBARU exchange rate	US\$	¥111	¥136	+¥25
	EURO	¥131	¥141	+¥10
	CAN\$	¥89	¥103	+¥15

3rd Quarter (9 months) :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



Currency exchange	+1,661	Sales volume & mix, etc.	+1,300	Cost impacts	-944	SG&A expenses, etc.	-614							
US \$	+1,996	Domestic	+152	SUBARU	-688	SIA*1	-256	Fixed manufacturing cost	-112	SG&A	-130	Warranty claims	-372	
EURO	+20	Overseas	+1,335	Cost reduction	+33	Cost reduction	+6	SUBARU	-130	SIA*1	+18	SUBARU	-132	(including impact of foreign currency translation)
CAN \$	+81	Sales Incentive	-41	Material cost, etc.	-721	Material cost, etc.	-262	Suppliers' dies cost	-75	Suppliers' dies cost	+22	Domestic dealers	-5	
CNY	-2	Others	-146					Fixed processing cost	-55	Fixed processing cost	-4	SOA *2	-30	
Currency exchange adjustment	+57											SCI *3	-	
Unrealized gain	-491											Others	+37	

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

3rd Quarter (9 months) :

Consolidated Statement of Cash Flows / Cash and cash equivalents

(100 Million Yen)

	FYE 2022 3Q Results	FYE 2023 3Q Results	
Net cash provided by (used in) operating activities	859	3,257	
Net cash provided by (used in) investing activities	-1,269	-2,018	
Free cash flows	-410	1,239	
Net cash provided by (used in) financing activities	-746	-942	
Effect of exchange rate change on cash and cash equivalents	228	472	
	As of March 2022	As of December 2022	Variance
Cash and cash equivalents at end of period	8,831	9,599	+768
Interest bearing debts Balance at end of period *	3,340	3,268	-73
Net cash	5,490	6,331	+841

* Lease liabilities are not included in the results above.

Capex / Depreciation / R&D

(100 Million Yen)

	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Capex *1	506	767	+261
Depreciation *1	699	759	+60
R&D expenditures *2	869	759	-111

*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 2023

Consolidated Unit Sales / Complete Cars Production

(Thousand Units)

	FYE 2022 Results(a)	FYE 2023 Previous Plan*2(b)	FYE 2023 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Production in U.S.	272	-	-	-	-
Production in Japan	455	-	-	-	-
Production*1 Total	727	970	880	+153	-90

	FYE 2022 Results(a)	FYE 2023 Previous Plan(b)	FYE 2023 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Consolidated Unit Sales Total	734	920	870	+136	-50

*1:Production figures include Toyota GR86.

*2:Announced on November 2nd, 2022

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2022 Results(a)	FYE 2023 Previous Plan(b)	FYE 2023 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Passenger cars	73	95	87	+14	-8
Minicars	17	20	19	+2	-1
Domestic total	89	115	106	+16	-10
U.S.	506	631	598	+92	-33
Canada	49	50	45	-4	-5
China	14	14	11	-3	-3
Others	75	110	110	+35	+0
Overseas total	645	805	764	+120	-40
Total	734	920	870	+136	-50

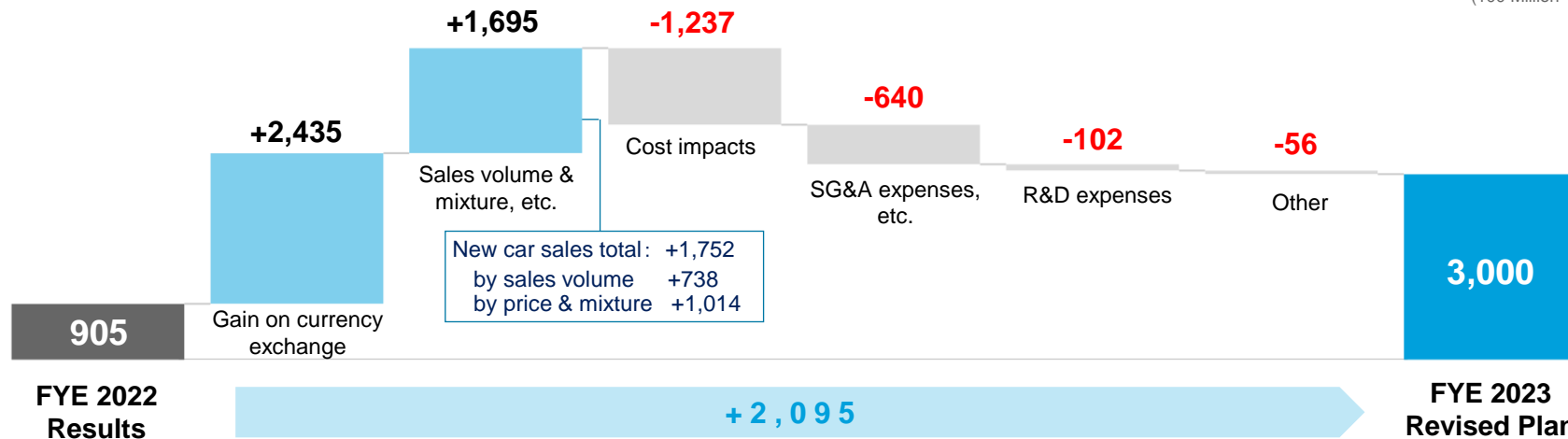
Consolidated Profit Plan

(Yen in 100 millions)

	FYE 2022 Results(a)	FYE 2023 Previous Plan(b)	FYE 2023 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Revenue	27,445	38,000	37,000	+9,555	-1,000
Operating profit	905	3,000	3,000	+2,095	±0
Profit before tax	1,070	3,000	3,000	+1,930	±0
Profit for the period attributable to owners of parent	700	2,100	2,100	+1,400	±0
SUBARU exchange rate					
US\$	¥112	¥133	¥134	+¥23	+¥2
EURO	¥130	¥136	¥140	+¥9	+¥4
CAN\$	¥89	¥103	¥102	+¥13	-¥1

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



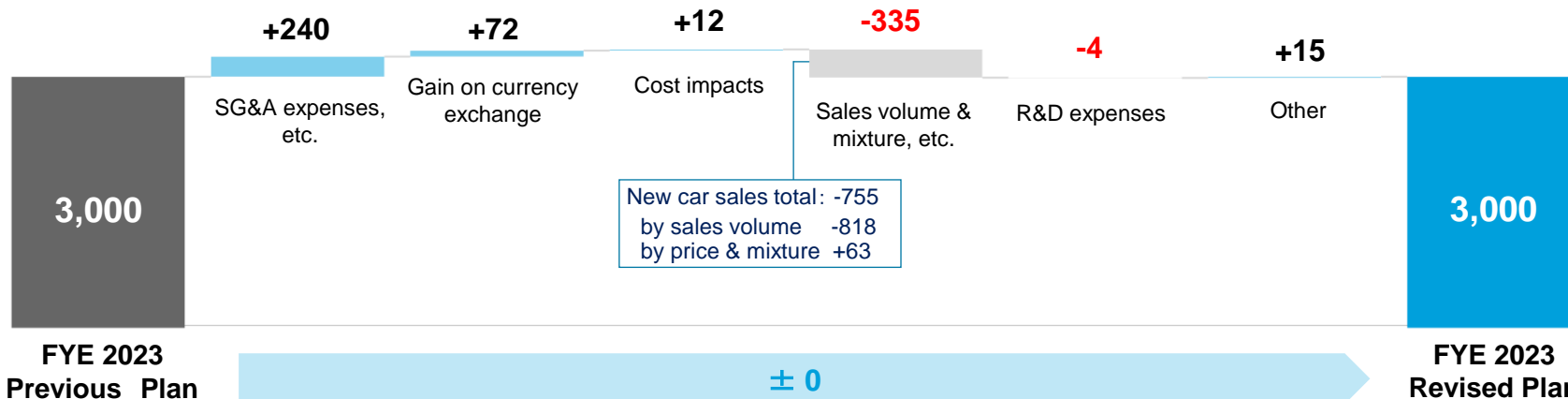
Currency exchange	+2,435	Sales volume & mix , etc.	+1,695	Cost impacts	-1,237			SG&A expenses, etc.	-640					
US \$	+2,511	Domestic	+173	SUBARU	-929	SIA*1	-308	Fixed manufacturing cost		-199	SG&A	-171	Warranty claims	-270
EURO	+32	Overseas	+1,579	Cost reduction	+38	Cost reduction	+2	SUBARU	-185	SIA*1	-14	SUBARU	-191	(including impact of foreign currency translation)
CAN \$	+115	Sales Incentive	-157	Material cost, etc.	-967	Material cost, etc.	-310	Suppliers' dies cost	-85	Suppliers' dies cost	+17	Domestic dealers	-6	
CNY	-1	Others	+100					Fixed processing cost	-100	Fixed processing cost	-31	SOA *2	-43	
Currency exchange adjustment	-19											SCI *3	-10	
Unrealized gain	-203											Others	+79	

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

Previous Plan FYE 2023(as of November 2nd) vs Revised Plan :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



SG&A expenses, etc.				+240	Currency exchange		+72	Cost impacts				+12	Sales volume & mix, etc.		-335
Fixed manufacturing cost	+2	SG&A	+78	Warranty claims	+160	US \$	+149	SUBARU	+66	SIA*1	-54	Domestic	-38		
SUBARU	+1	SIA*1	+1	SUBARU	+38	(including impact of foreign currency translation)	EURO	+24	Cost reduction	-36	Cost reduction	+1	Overseas	-717	
Suppliers' dies cost	+5	Suppliers' dies cost	+23	Domestic dealers	+5	CAN \$	-10	Material cost, etc.	+102	Material cost, etc.	-55	Sales Incentive	+126		
Fixed processing cost	-4	Fixed processing cost	-22	SOA *2	+16	CNY	-					Others	+294		
				SCI *3	+1	Currency exchange adjustment	-132								
				Others	+18	Unrealized gain	+41								

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Capex / Depreciation / R&D

(100 Million Yen)

	FYE 2022 Results(a)	FYE 2023 Previous Plan(b)	FYE 2023 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Capex *1	861	1,400	1,300	+439	-100
Depreciation *1	946	1,000	1,000	+54	±0
R&D expenditures *2	1,138	1,200	1,100	-38	-100

*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)

Appendix

- Segment information by Business & Geographic (3rd Quarter)
- Overseas Revenue (3rd Quarter)
- Consolidated Statement of Financial Position
- Non-consolidated Unit Sales (3rd Quarter)
- Operating Results of Subsidiaries in U.S. (3rd Quarter)
- Consolidated Financial Results for 3rd Quarter (3 months)
- Forecast for 4th Quarter (3 months)
- Forecast for 2nd Half FYE 2023
- FYE 2022 and FYE 2023 Results (by Quarter)
- Complete Cars Production / Retail Sales Units

3rd Quarter (9 months) :

Revenue and Operating Profit by Business Segment (Consolidated)

(100 Million Yen)

	Revenue				Operating profit			
	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance	FYE 2023 Plan	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance	FYE 2023 Plan
Automobile	19,573	27,503	+7,930	36,167	750	2,115	+1,365	2,951
Aerospace	466	540	+74	784	-25	-25	-0	2
Other	36	37	+1	48	46	47	+2	47
Elimination & Corporate	-	-	-	-	1	-0	-1	-
Total	20,075	28,080	+8,005	37,000	772	2,137	+1,365	3,000

3rd Quarter (9 months) :

Revenue and Operating Profit by Geographic Area (Consolidated)

(100 Million Yen)

	Revenue			Operating profit		
	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Japan	4,873	6,283	+1,410	154	2,157	+2,003
North America	14,357	20,860	+6,504	792	957	+165
Other	846	937	+91	7	-11	-18
Elimination & Corporate	-	-	-	-181	-966	-786
Total	20,075	28,080	+8,005	772	2,137	+1,365

3rd Quarter (9 months) :

Overseas Revenue (Consolidated)

(100 Million Yen)

	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
North America	14,652	21,158	+6,506
Europe	499	569	+70
Asia	562	708	+146
Other	904	1,326	+422
Total	16,618	23,762	+7,144

Consolidated Statement of Financial Position

(100 Million Yen)

	As of March 2022	As of December 2022	Variance
Total assets	35,438	38,475	+3,038
Current assets	20,422	23,117	+2,695
Non-current assets	15,015	15,358	+343
Total liabilities	16,427	18,016	+1,588
Interest bearing debts	3,340	3,268	-73
Total equity	19,010	20,459	+1,449
Retained earnings	14,663	15,699	+1,035
Equity attributable to owners of parent	18,908	20,366	+1,459
Ratio of equity attributable to owners of parent to total assets	53.4%	52.9%	-0.5%
D/E ratio	0.18	0.16	-0.02

3rd Quarter (9 months) :

Non-consolidated Unit Sales

(Thousand Units)

	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Domestic production*	350	457	+107
Domestic sales	63	80	+16
Passenger cars	52	65	+13
Minicars	12	15	+3
Export total	292	374	+82
Components for overseas production	237	245	+8
Total	593	699	+106

* Production figures include Toyota GR86.

3rd Quarter (9 months) :

Operating Results of Subsidiaries in U.S.

(Million US\$)

SOA *1	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Net sales	11,961	14,322	+2,361
Operating income	793	686	-107
Net income	640	480	-160
Retail sales (Thousand units)	421	422	+1
SIA *2	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Net sales	5,212	6,038	+826
Operating income	-174	-84	+91
Net income	-157	-54	+103
Production (Thousand units)	199	214	+15

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

3rd Quarter (3 months) :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Passenger cars	18	23	+4
Minicars	3	5	+2
Domestic total	21	27	+6
U.S.	119	158	+40
Canada	10	11	+1
Europe	4	7	+3
Australia	10	15	+5
China	2	2	-0
Others	6	16	+9
Overseas total	151	210	+59
Total	172	237	+65

3rd Quarter (3 months) :

Consolidated Profit Results

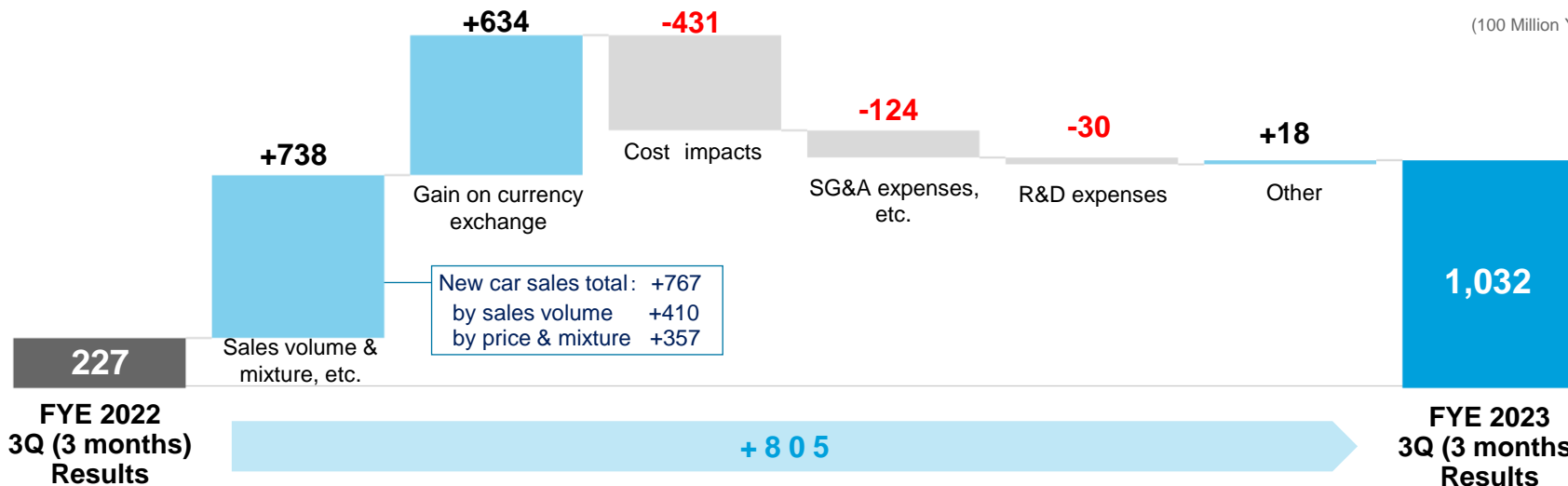
(100 Million Yen)

		FYE 2022 3Q Results	FYE 2023 3Q Results	Variance
Revenue		6,659	10,571	+3,912
Domestic		1,278	1,502	+224
Overseas		5,381	9,069	+3,688
Operating profit		227	1,032	+805
Profit before tax		301	948	+647
Profit for the period attributable to owners of parent		181	766	+585
SUBARU exchange rate	US\$	¥113	¥144	+¥31
	EURO	¥130	¥144	+¥14
	CAN\$	¥90	¥107	+¥17

3rd Quarter (3 months) :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



Sales volume & mix, etc.	+738	Currency exchange	+634	Cost impacts	-431	SG&A expenses, etc.	-124						
Domestic	+59	US \$	+912	SUBARU	-318	SIA*1	-113	Fixed manufacturing cost	-33	SG&A	-82	Warranty claims	-9
Overseas	+708	EURO	+18	Cost reduction	+10	Cost reduction	+3	SUBARU	-19	SIA*1	-14	SUBARU	-49
Sales Incentive	-118	CAN \$	+30	Material cost, etc.	-328	Material cost, etc.	-116	Suppliers' dies cost	+5	Suppliers' dies cost	-1	Domestic dealers	-2
Others	+89	CNY	-3					Fixed processing cost	-24	Fixed processing cost	-13	SOA *2	-29
		Currency exchange adjustment	-120									SCI *3	-5
		Unrealized gain	-203									Others	+3

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4th Quarter (3 months) :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2022 4Q Results	FYE 2023 4Q Plan	Variance
Passenger cars	19	25	+6
Minicars	5	5	+0
Domestic total	24	30	+6
U.S.	135	161	+27
Canada	10	11	+1
China	3	3	-0
Others	15	30	+15
Overseas total	163	205	+42
Total	187	235	+48

4th Quarter (3 months) :

Consolidated Profit Results

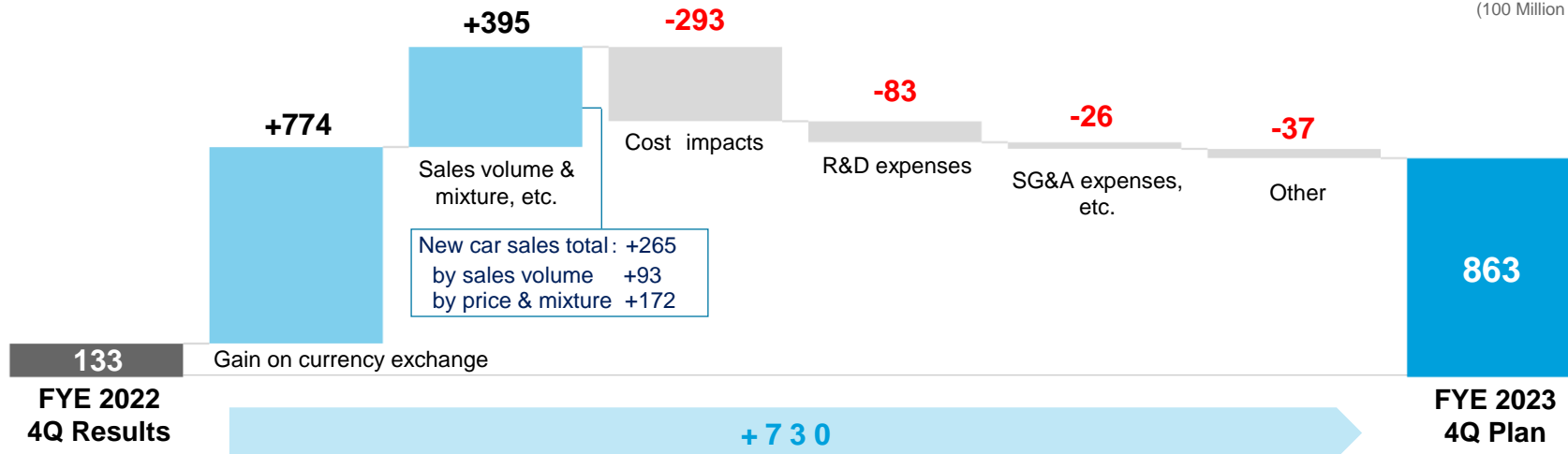
(100 Million Yen)

	FYE 2022 4Q Results	FYE 2023 4Q Plan	Variance
Revenue	7,370	8,920	+1,550
Domestic	1,423	1,409	-15
Overseas	5,947	7,512	+1,565
Operating profit	133	863	+730
Profit before tax	157	849	+692
Profit for the period attributable to owners of parent	71	556	+484
SUBARU exchange rate US\$	¥115	¥132	+¥17
EURO	¥130	¥141	+¥12
CAN\$	¥90	¥98	+¥8

4th Quarter (3 months) :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



Currency exchange	+774	Sales volume & mix, etc.	+395	Cost impacts	-293				SG&A expenses, etc.	-26			
US \$	+515	Domestic	+21	SUBARU	-241	SIA*1	-52	Fixed manufacturing cost	-87	SG&A	-41	Warranty claims	+102
EURO	+12	Overseas	+244	Cost reduction	+5	Cost reduction	-4	SUBARU	-55	SIA*1	-32	SUBARU	-59
CAN \$	+34	Sales Incentive	-116	Material cost, etc.	-246	Material cost, etc.	-48	Suppliers' dies cost	-10	Suppliers' dies cost	-5	Domestic dealers	-1
CNY	+1	Others	+246					Fixed processing cost	-45	Fixed processing cost	-27	SOA *2	-13
Currency exchange adjustment	-76											SCI *3	-10
Unrealized gain	+288											Others	+42

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Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2022 2 nd Half Results(a)	FYE 2023 Previous Plan(b)	FYE 2023 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Passenger cars	37	55	47	+10	-8
Minicars	8	11	10	+2	-1
Domestic total	45	67	57	+12	-10
U.S.	253	353	320	+66	-33
Canada	20	27	22	+3	-5
China	5	7	5	-0	-3
Others	35	68	68	+32	+0
Overseas total	314	455	415	+101	-40
Total	359	522	472	+113	-50

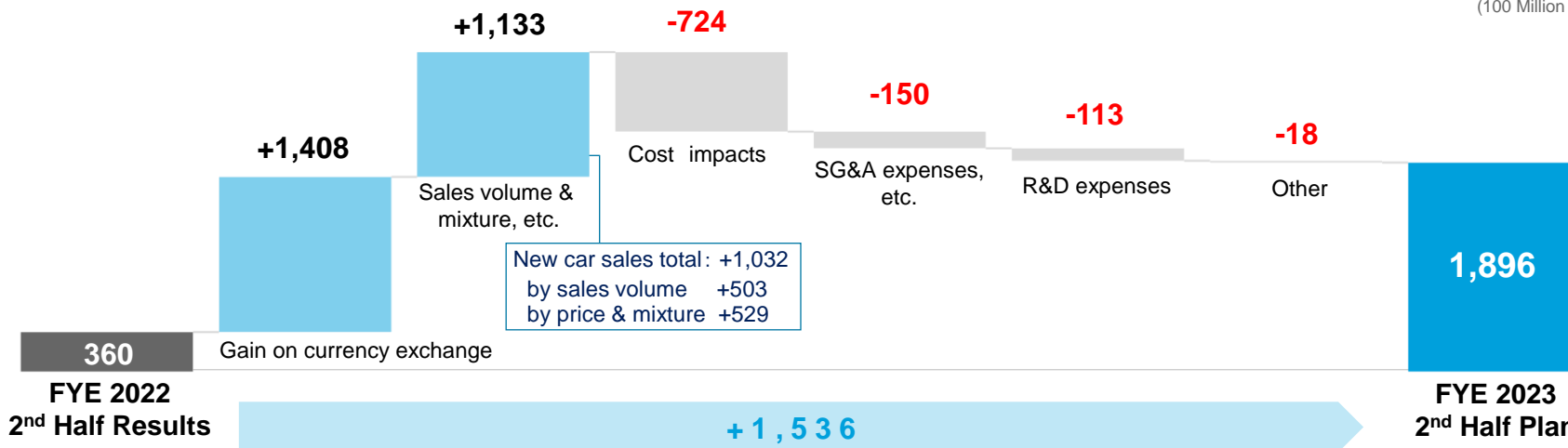
Consolidated Profit Results

(100 Million Yen)

	FYE 2022 2 nd Hlaf Results(a)	FYE 2023 Previous Plan(b)	FYE 2023 Revised Plan(c)	Variance (c)-(a)	Variance (c)-(b)
Revenue	14,029	20,491	19,491	+5,462	-1,000
Domestic	2,701	3,232	2,911	+209	-322
Overseas	11,328	17,259	16,580	+5,253	-678
Operating profit	360	1,896	1,896	+1,536	±0
Profit before tax	458	1,796	1,796	+1,338	±0
Profit for the period attributable to owners of parent	252	1,321	1,321	+1,069	±0
SUBARU exchange rate					
US\$	¥114	¥135	¥138	+¥25	+¥3
EURO	¥130	¥135	¥143	+¥13	+¥8
CAN\$	¥90	¥105	¥102	+¥13	-¥3

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



Currency exchange	+1,408	Sales volume & mix, etc.	+1,133	Cost impacts	-724		SG&A expenses, etc.	-150					
US \$	+1,427	Domestic	+80	SUBARU	-559	SIA*1	-165	Fixed manufacturing cost	-120	SG&A	-123	Warranty claims	+93
EURO	+30	Overseas	+952	Cost reduction	+15	Cost reduction	-1	SUBARU	-74	SIA*1	-46	SUBARU	-108
CAN \$	+64	Sales Incentive	-234	Material cost, etc.	-574	Material cost, etc.	-164	Suppliers' dies cost	-5	Suppliers' dies cost	-6	Domestic dealers	-3
CNY	-2	Others	+335					Fixed processing cost	-69	Fixed processing cost	-40	SOA *2	-42
Currency exchange adjustment	-196											SCI *3	-15
Unrealized gain	+85											Others	+45

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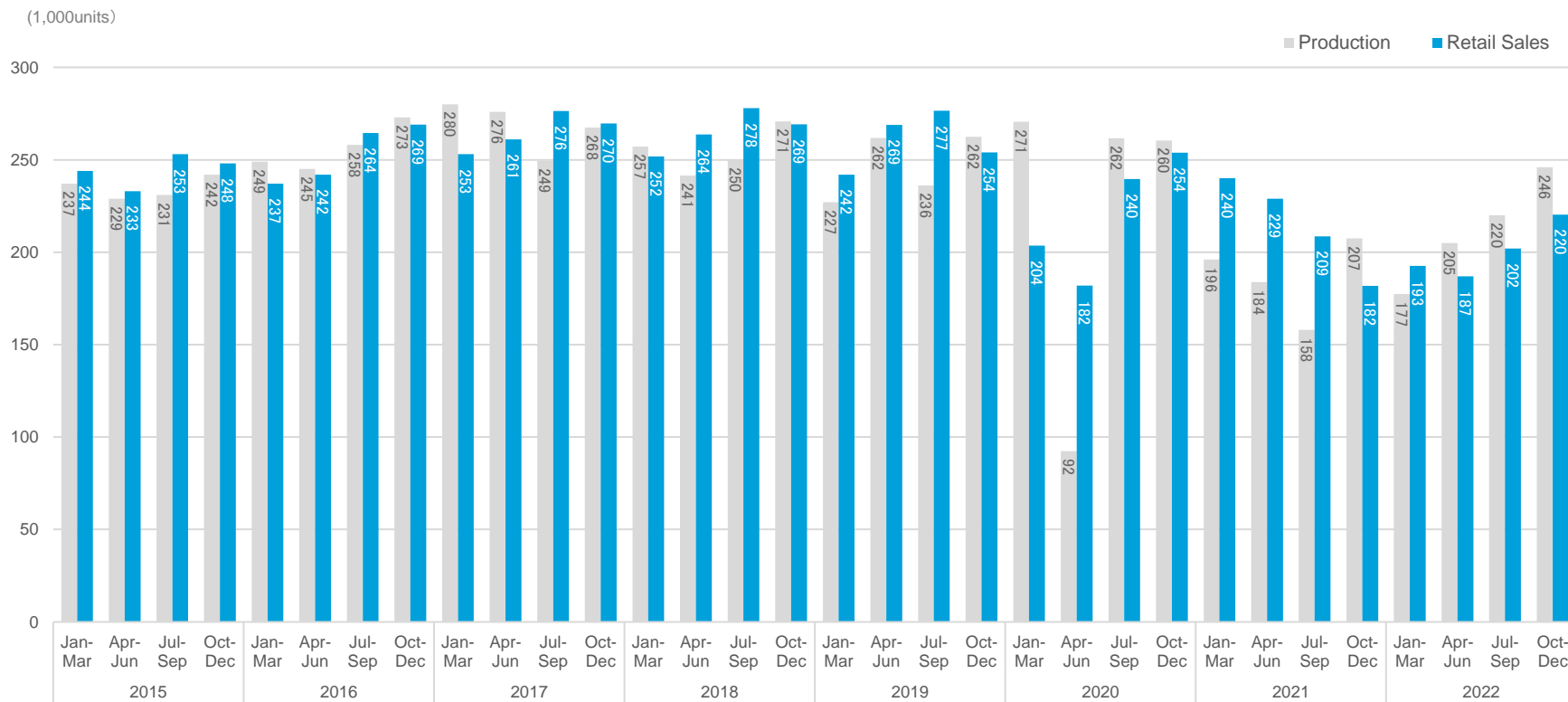
FYE 2022 and FYE 2023 Results(by Quarter)

(100 Million Yen, Thousand Units)

	FYE 2022 Results				FYE 2023 Results		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Consolidated Unit Sales	175	200	172	187	196	203	237
Production *	184	158	207	177	205	220	246
Revenue	6,352	7,065	6,659	7,370	8,341	9,168	10,571
Operating profit	295	249	227	133	370	735	1,032
Profit for the period attributable to owners of parent	185	263	181	71	272	506	766
SUBARU exchange rate US\$	¥109	¥110	¥113	¥115	¥125	¥135	¥144

* 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.