



Consolidated Financial Results for the 1st Half of FYE 2026

SUBARU CORPORATION

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	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Production in U.S.	177	176	-2
Production in Japan	298	277	-21
Production Total	475	453	-22

	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Consolidated Unit Sales Total	450	473	+23

* Production figures include Toyota GR86.

I will begin by explaining consolidated results for the 1st half of FYE 2026.

Production decreased by 22 thousand units year on year to 453 thousand units.

In terms of the breakdown, production in the U.S. fell by 2 thousand units year on year, while domestic production decreased by 21 thousand units year on year. This is due to the impact of construction work at the Yajima Plant, which began in August in preparation for in-house production of BEVs, resulting in the temporary shutdown of one production line.

Consolidated unit sales rose 23 thousand units year on year to 473 thousand units.

1st Half :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Passenger cars	44	45	+1
Minicars	6	7	+1
Domestic total	50	52	+2
U.S.	317	340	+23
Canada	35	33	-2
Europe	9	10	+1
Australia	21	20	-1
China	1	1	-0
Others	16	16	+0
Overseas total	400	421	+21
Total	450	473	+23

Next, we have consolidated unit sales by market.

Sales volume increased in overseas markets.

In our key market of the U.S., steady sales of the Crosstrek, Outback, and Forester drove a year-on-year increase of 23 thousand units, bringing the total to 340 thousand units.

	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Revenue	22,662	23,857	+1,195
Domestic	3,122	3,344	+222
Overseas	19,540	20,513	+973
Operating profit	2,220	1,027	-1,193
Profit before tax	2,210	1,295	-915
Profit for the period attributable to owners of parent	1,630	904	-726
Exchange rate US\$	¥154	¥146	-¥7
EURO	¥164	¥165	+¥1
CAN\$	¥112	¥105	-¥7

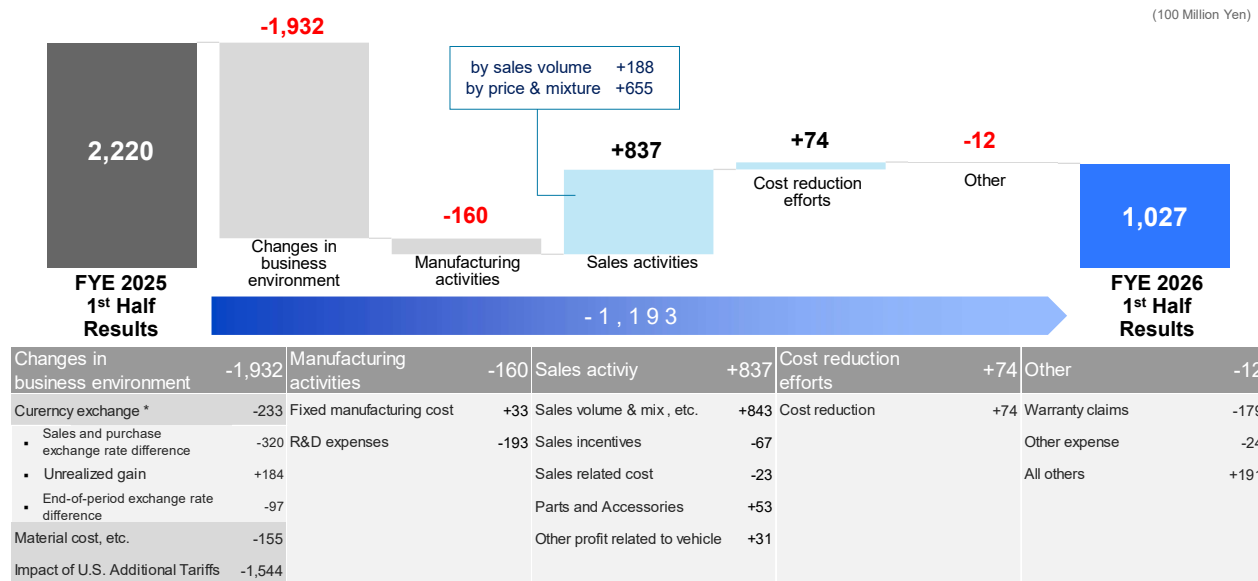
Let's move on to the consolidated profit results.

Despite the negative impact of the approximately 7-yen appreciation of the Japanese yen against the U.S. dollar, revenue increased by 119.5 billion yen year on year to 2,385.7 billion yen, supported by higher unit sales and an improved price & mixture.

Operating profit was down 119.3 billion yen year on year to 102.7 billion yen, profit before tax was down 91.5 billion yen to 129.5 billion yen, and profit for the period attributable to owners of parent was down 72.6 billion yen to 90.4 billion yen, due to the impacts of additional U.S. tariffs and the appreciation of the yen.

1st Half :
Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



* "Sales-purchase exchange rate difference" and "Unrealized gain" are variance affected by exchange rate fluctuations in overseas sales.
"End-of-period exchange rate difference" is variance which arises from revaluing foreign currency-denominated provisions in yen.

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This is the analysis of variance in operating profit results compared to the previous fiscal year.

Significant changes in our business environment had a negative year on year impact on profit of 193.2 billion yen.

Although there was some impact from the stronger yen and the deterioration in material cost, etc., the decrease of 154.4 billion yen caused by the additional 25% in tariffs imposed in the U.S. on autos and auto parts was a major factor.

In addition, although the auto tariff was reduced to 15% on September 16, due to differences in the timing of inventory replenishment, the impact of the reduction will not be reflected until the 3rd quarter.

In response to these changes in the business environment, we implemented countermeasures aimed at improving profitability. Among these, sales activities, including increasing sales volume and improving price & mixture, had a positive effect of 83.7 billion yen.

In the U.S. market, where demand has been volatile, we worked to control sales incentives and kept them flat year on year, at 1,900 dollars per unit.

Consolidated Statement of Cash Flows / Cash and cash equivalents

(100 Million Yen)

	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	
Net cash provided by (used in) operating activities	2,370	2,904	
Net cash provided by (used in) investing activities	-1,559	-1,327	
Free cash flows	811	1,577	
Net cash provided by (used in) financing activities	-1,257	-777	
Effect of exchange rate change on cash and cash equivalents	-306	17	
	As of March 2025	As of September 2025	Variance
Cash and cash equivalents including time deposits(A)	15,897	16,290	+394
Cash and cash equivalents	9,415	10,232	+818
Time deposits	6,482	6,058	-424
Interest bearing debts Balance at end of period*(B)	3,995	4,130	+135
Net cash including time deposits(A-B)	11,902	12,160	+259

* Lease liabilities are not included in the results above.

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This is the consolidated statement of cash flows and cash and cash equivalents.

Net cash provided by operating activities was 290.4 billion yen, net cash used in investing activities was 132.7 billion yen, resulting in free cash flow came to 157.7 billion yen.

Cash and cash equivalents including time deposits increased by 39.4 billion yen from the end of the previous year to 1,629.0 billion yen, and the balance of interest bearing debt was up 13.5 billion yen from the end of the previous fiscal year to 413.0 billion yen.

As a result, net cash including time deposits increased by 25.9 billion yen from the end of the previous year to 1,216.0 billion yen.

	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Capex *1	823	754	-69
Depreciation *1	476	473	-2
R&D expenditures *2	687	740	+54

*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)

Actual capex and related figures are as you see on this slide.

That was my explanation of results for the 1st half of FYE 2026.

As for the forecast for FYE 2026, none of the full year forecasts have changed since the previous announcement.

With regard to tariffs, if we include not only auto tariffs but also those on steel, aluminum, and other products, the potential impact could widen, and the situation remains unclear. Also, we are experiencing temporary constraints in production caused by the construction work that began in August in preparation for in-house production of BEVs, which will continue into the 3rd quarter and beyond.

On the other hand, the exchange rate is moving further in the direction of a weaker yen than we assumed.

Operating profit in the 1st half was a solid 102.7 billion yen, and in the 3rd quarter and beyond we will respond flexibly to changes in the external business environment and move forward with further countermeasures, remaining committed to achieving operating profit of 200 billion yen.

Shareholder Returns

(Yen)

	FYE2025 Results	FYE2026 Previous Forecast	FYE2026 Revised Forecast
Interim Dividend	48	57	57
Year-end Dividend	67	58	58
Total	115	115	115
Share Repurchases *	Up to 50 billion yen	TBD	TBD

* The repurchase of shares is scheduled to be completed by December 23, 2025. All of shares repurchased will be cancelled.

In terms of shareholder returns, we will pay dividends based on our DOE policy of 3.5%.

The interim dividend will be 57 yen per share, as previously forecast.

The annual dividend per share for FYE 2026 is expected to be 115 yen.

The remaining pages contain segment and other information for your reference.

This concludes our briefing on our financial results for the 1st half of FYE 2026.

Thank you.

Appendix

- Segment information by Business & Geographic
- Overseas Revenue
- Consolidated Statement of Financial Position
- Non-consolidated Unit Sales
- Operating Results of Subsidiaries in U.S.
- Consolidated Financial Results for 2nd Quarter (3 months)
- FYE 2025 and FYE2026 Results (by Quarter)
- Complete Cars Production / Retail Sales Units
- Forecast for FYE 2026

Revenue and Operating Profit by Business Segment (Consolidated)

(100 Million Yen)

	Revenue			Operating profit		
	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Automobile	22,090	23,235	+1,145	2,216	973	-1,243
Aerospace	545	595	+50	-26	20	+46
Other	26	26	+0	28	31	+3
Elimination & Corporate	-	-	-	3	3	+1
Total	22,662	23,857	+1,195	2,220	1,027	-1,193

1st Half :

Operating Profit of Automotive business unit (Management Figures)

(100 Million Yen)

	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
New vehicle	1,336	59	-1,277
Parts and accessories	754	790	+35
Others*	125	124	-1
Total	2,216	973	-1,243

* "Others" includes profit from Sales Finance, Connected Services, Used Vehicle Sales, and Maintenance.

1st Half :

Revenue and Operating Profit by Geographic Area (Consolidated)

(100 Million Yen)

	Revenue			Operating profit		
	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Japan	4,485	4,968	+483	1,898	-155	-2,052
North America	17,703	18,354	+651	706	630	-76
Other	474	535	+60	-8	7	+15
Elimination & Corporate	-	-	-	-375	545	+920
Total	22,662	23,857	+1,195	2,220	1,027	-1,193

Overseas Revenue (Consolidated)

(100 Million Yen)

	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
North America	18,026	18,867	+841
Europe	413	466	+53
Asia	188	144	-44
Other	913	1,036	+123
Total	19,540	20,513	+973

Consolidated Statement of Financial Position

(100 Million Yen)

	As of March 2025	As of September 2025	Variance
Total assets	50,882	52,182	+1,300
Current assets	31,912	32,398	+486
Non-current assets	18,970	19,785	+814
Total liabilities	23,725	24,602	+876
Interest bearing debts	3,995	4,130	+135
Total equity	27,157	27,581	+424
Retained earnings	21,065	21,478	+414
Equity attributable to owners of parent	27,145	27,568	+423
Ratio of equity attributable to owners of parent to total assets	53.3%	52.8%	-0.5%
D/E ratio	0.15	0.15	+0.00

1st Half :

Non-consolidated Unit Sales

(Thousand Units)

	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Domestic production*	298	277	-21
Domestic sales	54	57	+3
Passenger cars	47	48	+1
Minicars	7	9	+2
Export total	245	223	-22
Components for overseas production	155	164	+9
Total	455	444	-11

* Production figures include Toyota GR86.

1st Half :

Operating Results of Subsidiaries in U.S.

(Million US\$)

SOA *1	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Net sales	10,652	11,709	+1,057
Operating income	265	383	+118
Net income	272	368	+96
Retail sales (Thousand units)	340	307	-33
SIA *2	FYE 2025 1 st Half Results	FYE 2026 1 st Half Results	Variance
Net sales	5,132	5,140	+8
Operating income	161	-28	-188
Net income	148	7	-141
Production (Thousand units)	177	176	-2

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

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2nd Quarter (3 months):

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2025 2Q Results	FYE 2026 2Q Results	Variance
Passenger cars	23	25	+1
Minicars	4	4	+0
Domestic total	27	29	+2
U.S.	170	168	-2
Canada	17	15	-2
Europe	4	5	+2
Australia	12	5	-6
China	1	1	-0
Others	8	7	-1
Overseas total	211	201	-10
Total	238	229	-9

Consolidated Profit Results

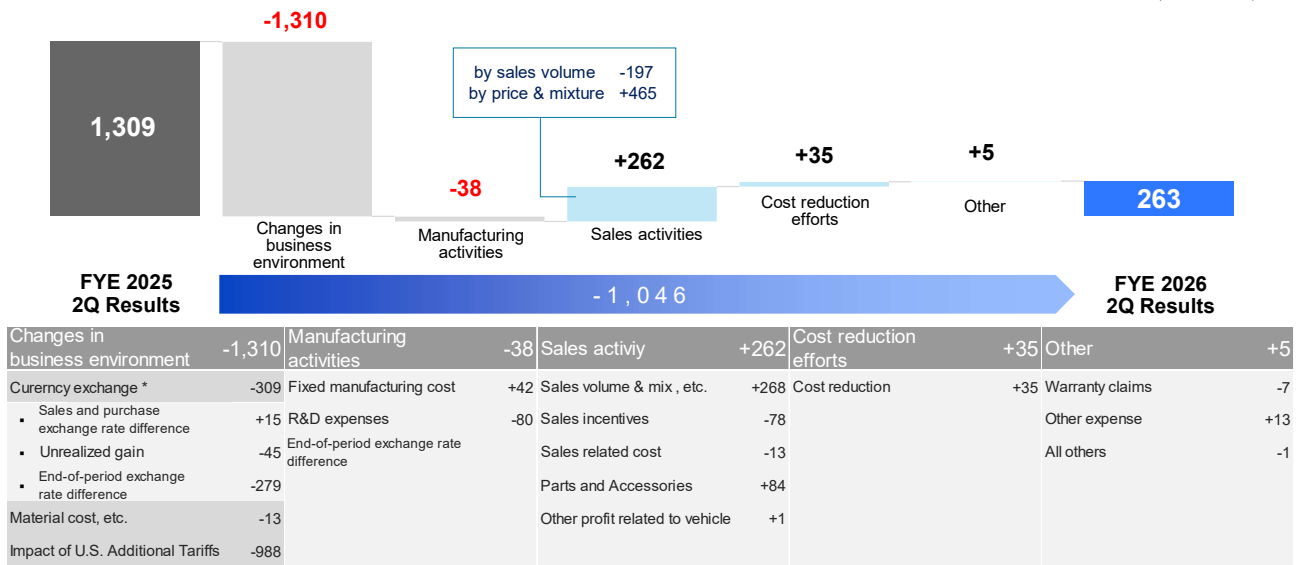
(100 Million Yen)

	FYE 2025 2Q Results	FYE 2026 2Q Results	Variance
Revenue	11,740	11,716	-25
Domestic	1,619	1,793	+174
Overseas	10,122	9,923	-199
Operating profit	1,309	263	-1,046
Profit before tax	1,129	510	-619
Profit for the period attributable to owners of parent	790	356	-435
Exchange rate			
US\$	¥154	¥146	-¥8
EURO	¥165	¥169	+¥5
CAN\$	¥112	¥107	-¥5

2nd Quarter (3 months):

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



* "Sales-purchase exchange rate difference" and "Unrealized gain" are variance affected by exchange rate fluctuations in overseas sales.
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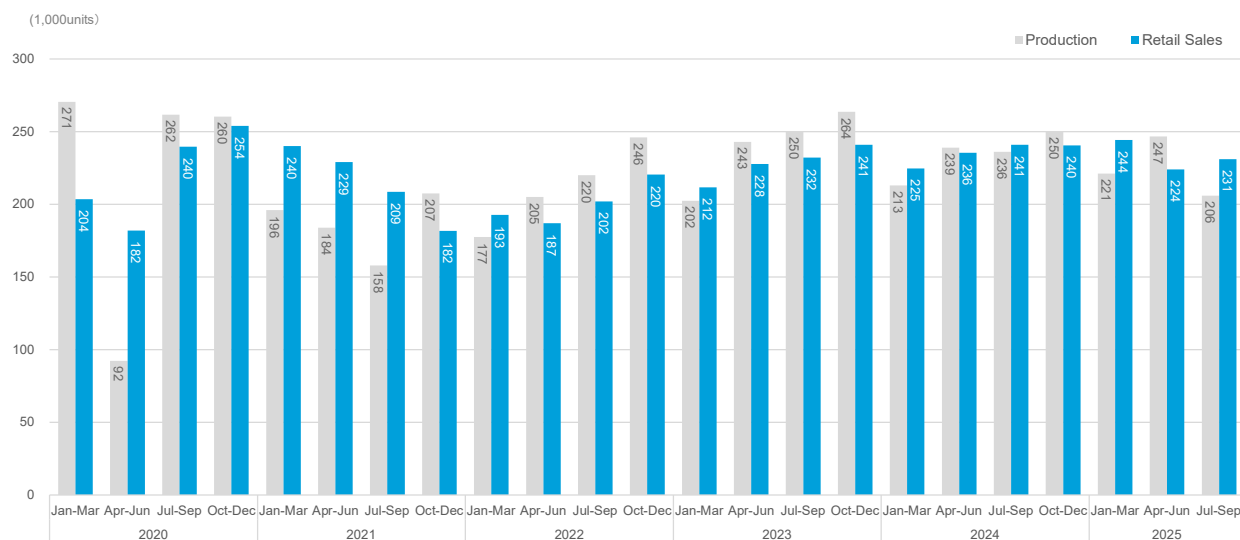
FYE 2025 and FYE 2026 Results(by Quarter)

(Yen in 100 millions, Units in thousands)

	FYE 2025 Results				FYE 2026 Results	
	1Q	2Q	3Q	4Q	1Q	2Q
Consolidated Unit Sales	212	238	258	229	244	229
Production *	239	236	250	221	247	206
Revenue	10,921	11,740	12,702	11,494	12,141	11,716
Operating profit	911	1,309	1,472	362	764	263
Profit for the period attributable to owners of parent	840	790	1,544	207	548	356
Exchange rate US\$	¥153	¥154	¥149	¥154	¥146	¥146

* Production figures include Toyota GR86.

Complete Cars Production / Retail Sales Units



* Production figures include Toyota GR86.

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Forecast for FYE 2026

■ Production / Consolidated Unit Sales (unchanged from the previous plan)

- Production : 900,000 units
- Consolidated Unit Sales : 920,000 units

■ Revenue / Profit (unchanged from the previous plan)

(100 Million Yen)

- Revenue : 45,800
- Operating Profit : 2,000
- Profit before tax : 2,300
- Profit for the period attributable to owners of parent : 1,600

※ Exchange rate ¥145 / US\$

■ Capex / Depreciation / R&D (unchanged from the previous plan)

(100 Million Yen)

- Capex^{*1} : 2,500
- Depreciation^{*1} : 1,000
- R&D expenditures^{*2} : 1,600

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

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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.