Consolidated Financial Results for FYE 2026

SUBARU CORPORATION
Atsushi Osaki, Representative Director, President & CEO

May 15th, 2026

https://www.subaru.co.jp/en/ir/

Good afternoon, everyone. I'm Atsushi Osaki from Subaru

Thank you very much for taking time out of your busy schedules to attend Subaru Corporation’s earnings briefing for the fiscal year ending March 2026.

I would also like to take this opportunity to express my sincere gratitude for your continued support of our business activities.

FYE 2026 Results

Earnings

- A combined impact at the 300-billion-yen level from U.S. tariffs, foreign exchange effects, and higher raw material costs
- Operating profit of 40.1 billion yen, reflecting the recognition of major expenses related to environmental regulatory credits and BEVs following significant changes in U.S. environmental regulations, with FYE 2026 as the peak year for those expenses

Initiatives

- Proactive and flexible actions taken across development, production, and sales to address tariff impacts and higher raw material costs
- Formulation and announcement of the “SUBARU Management Policy 2025” as a roadmap to strengthen resilience in the business foundation and continue striving to be “a compelling company with a strong presence”

First, I will begin with our results for the fiscal year ended March 2026 (FYE 2026).

FYE 2026 was a year significantly affected by changes in the external environment. These factors, including U.S. tariffs, exchange rate fluctuations, and higher raw material costs, had a combined impact at the 300-billion-yen level.
In addition, following significant changes in U.S. environmental regulations, we recorded major expenses related to environmental regulatory credits and BEVs.
As a result, operating profit came in at 40.1 billion yen.

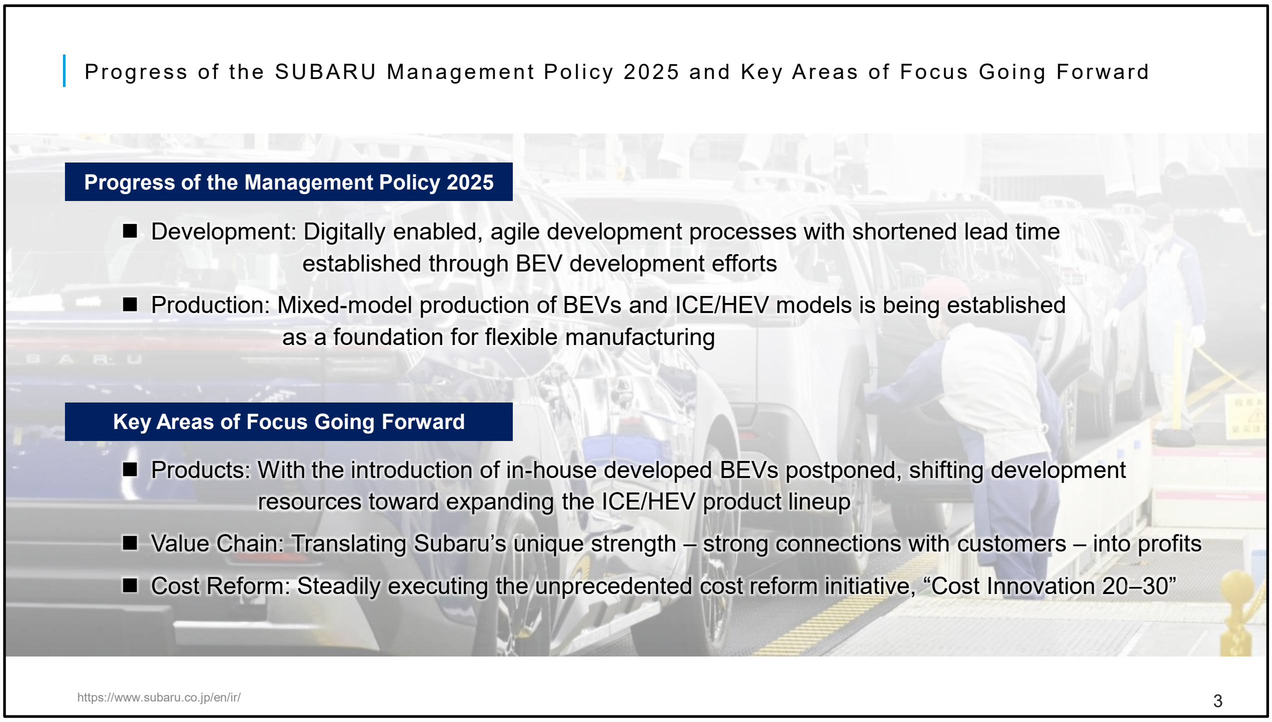
At this point, we believe that most of the major BEV-related expenses that can reasonably be anticipated have been recognized, with FYE 2026 representing the peak year.

Although the impact of tariffs and higher raw material costs could not be fully offset, we achieved tangible results by responding swiftly and collaboratively across development, production, and sales.

FYE 2026 reaffirmed our ability to adapt to environmental changes through flexible and agile execution.

In November last year, we formulated and announced the “SUBARU Management Policy 2025” as a roadmap to strengthen resilience in our business foundation and to continue striving to be a compelling company with a strong presence.

We set out our commitment to enhancing our presence and becoming an indispensable company for people, communities, and society by pursuing flexibility in manufacturing, value creation, and further differentiation of the Subaru brand.



Next, I will discuss the progress of the SUBARU Management Policy 2025, followed by the key areas we will focus on going forward.

First, I will start with the progress of development and production.
In development, our BEV initiatives enabled us to establish digitally enabled, agile development processes with shorter lead times. We are now gaining strong confidence in applying this know-how to ICE/HEV models as well.

In production, as previously communicated, following a six-month construction period, we have completed the groundwork for mixed-model production of BEVs and ICE/HEV models at the Yajima Plant. production of BEVs began in February this year, marking an important step toward flexible manufacturing.

Next, I will move on to our key areas of focus going forward, covering products, the value chain, and cost reform.

In products, we have decided to postpone the launch timing of in-house BEVs and to shift development resources toward expanding the ICE and HEV product lineup.
Going forward, we will leverage the capabilities, technological assets, and expertise gained through BEV development to enable timely vehicle development and further lineup expansion.

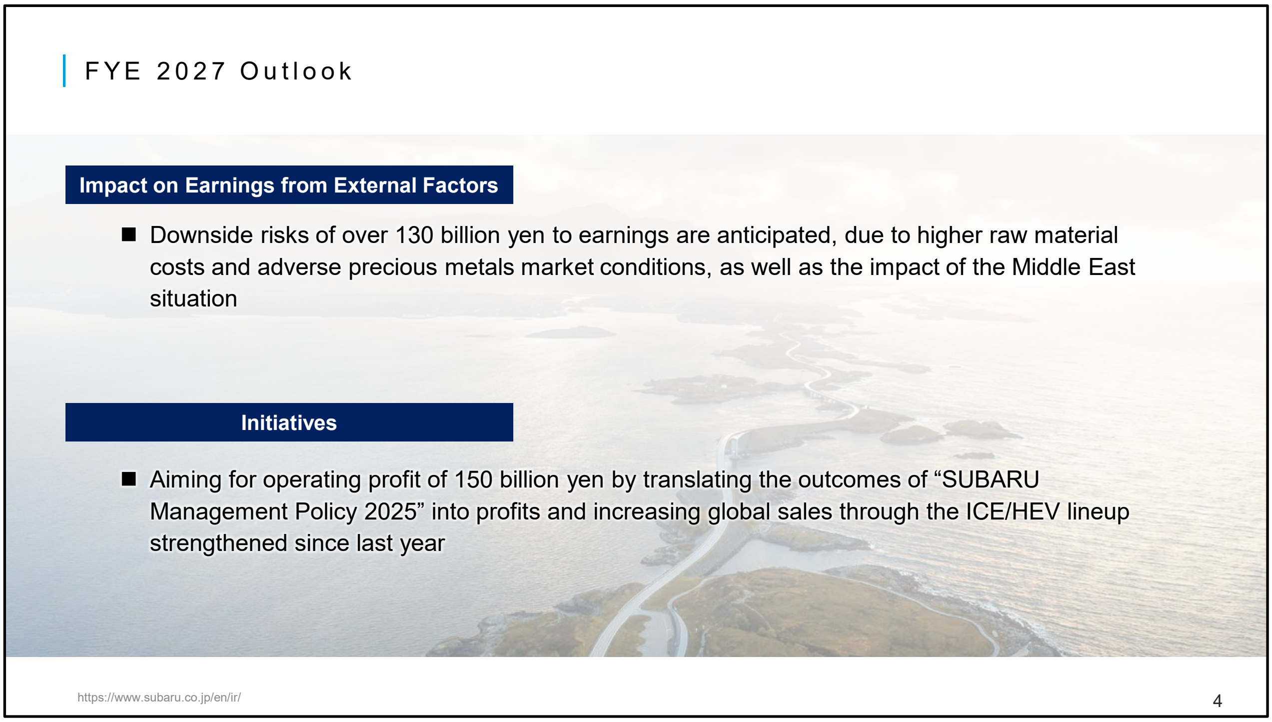
Although the introduction of in-house BEVs has been postponed, our view that BEVs remain an important option for achieving carbon neutrality society has not changed.
Development of essential future technologies, including batteries and eAxles, will therefore continue.

At the same time, BEVs introduced globally from 2026, such as the Trailseeker, as well as the three-row SUV Getaway announced in the U.S. market, have been highly evaluated by the market. Through our alliance with Toyota Motor Corporation, we have been able to bring BEVs to market while controlling investment and expanding customer options. This represents a significant achievement not only in terms of product evaluation, but also as an accumulation of technologies that can be leveraged in the future.

In the value chain, we will develop initiatives that convert SUBARU's strength—our strong connections with customers—into revenue. Starting with last year's organizational restructuring in the after-sales operations, we have incorporated accessories planning from the product planning stage and strengthened vehicle planning and sales that leverage accessories. In addition, by further expanding the subscriber base for connected services, we aim to generate sustainable revenue streams.

In cost reform, we will pursue thoroughly low-cost structures from the early stages of new vehicle development, involving manufacturing, procurement, and sales functions.

Furthermore, as we steadily implement "Cost Innovation 20–30,"we will work closely with our business partners, to strongly promote initiatives such as "Ease of Production (EP)", which addresses their production challenges and form the foundation of our cost structure reform by optimizing quality and costs through parts integration.



Next, I will discuss our outlook for the fiscal year ending March 2027 (FYE 2027).

Compared to FYE 2026, while lower tariff impacts and a decrease in environmental-related costs are expected to support earnings, we also anticipate downside risks of over 130 billion yen due to higher raw material costs, adverse precious metals market conditions, and the impact of the Middle East situation.

Under these circumstances, FYE 2027 will be a year in which we steadily translate the outcomes of the SUBARU Management Policy 2025 into earnings.

We will also enter a phase in which a broader range of new products become fully in place, including ICE-based models such as hybrid versions of the Forester and Crosstrek, which have been expanded since last year, as well as BEVs developed through our alliance.

In addition to lineup expansion, we will further strengthen agile measures such as optimizing grade structures to capture customer demand and enhancing cross-market allocation. Through these efforts, we aim to maintain steady sales in the highly competitive U.S. market while further expanding sales in Japan, Canada, and other global markets. By doing so, we will seek to mitigate external risks and aim to achieve an operating profit of 150 billion yen.

And looking ahead, we will also work to further enhance capital profitability.

Although the management environment remains uncertain, there has been no change to the targets we have set toward 2030 of achieving industry-leading profitability and an ROE of 10% or higher.

To achieve these targets, we will maintain a balanced approach built on the three pillars of "Financial Soundness and Stability," "Growth Investments," and "Shareholder Returns," all of which contribute to raise capital efficiency over the medium to long term.

With regard to shareholder returns, in addition to dividends based on the DOE framework introduced from FYE 2025,
we will conduct a share repurchase of up to ¥150.0 billion as announced today.

In addition to these measures, we will strongly drive the initiatives outlined in the "2025 Policy," further strengthen our earnings power, and thereby enhance capital profitability.

SUBARU

Consolidated Financial Results for FYE 2026

SUBARU CORPORATION
Shinsuke Toda, Director, Managing Executive Officer & CFO

May 15th, 2026

https://www.subaru.co.jp/en/ir/

Hello everyone, I am Shinsuke Toda, CFO of Subaru Corporation.

Consolidated Financial Results for FYE 2026

FYE2026 :

Complete Cars Production / Consolidated Unit Sales

(Thousand Units)

	FYE 2025 Results(a)	FYE 2026 Previous Forecast*2(b)	FYE 2026 Results(c)	Variance (c)-(a)	Variance (c)-(b)
Production in U.S.	345	-	**355**	+11	-
Production in Japan	602	-	**525**	-77	-
Production*1 Total	946	900	**880**	-66	-20

	FYE 2025 Results(a)	FYE 2026 Previous Forecast(b)	FYE 2026 Results(c)	Variance (c)-(a)	Variance (c)-(b)
Consolidated Unit Sales Total	936	920	**896**	-41	-24

*1 Production figures include Toyota GR86, excluding jointly developed BEVs with Toyota Motor Corporation.
*2 Announced on February 6th, 2026

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I will first explain consolidated results for FYE 2026.

Production fell 66 thousand units year on year to 880 thousand units.

U.S. production increased 11 thousand units, while domestic production decreased 77 thousand units. This decline was mainly due to the impact of construction work at the Yajima Plant in preparation for in-house production of BEVs, resulting in the temporary shutdown of one of the plant's two. The construction was completed successfully, and we began in-house production of BEVs in February, with operations progressing smoothly.

Production volume of the jointly developed BEVs with Toyota Motor Corporation at the Yajima Plant is not included in our production results, as it is contract manufacturing for Toyota.

Consolidated unit sales fell 41 thousand units year on year to 896 thousand units.

FYE2026 :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2025 Results(a)	FYE 2026 Previous Forecast(b)	FYE 2026 Results(c)	Variance (c)-(a)	Variance (c)-(b)
Passenger cars	91	-	**87**	-4	-
Minicars	13	-	**16**	+2	-
Domestic total	104	104	**103**	-1	-1
U.S.	662	-	**641**	-21	-
Canada	70	-	**67**	-3	-
North America total	732	727	**708**	-24	-19
Europe	23	-	**23**	-0	-
Australia	44	-	**31**	-12	-
China	3	-	**2**	-1	-
Others	31	-	**29**	-3	-
Overseas total	832	816	**793**	-39	-23
Total	936	920	**896**	-41	-24

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Let’s move on to consolidated unit sales by market.

Sales volume decreased in overseas markets, while the Forester achieved increased sales in its key markets, including the U.S., Japan and Canada.

In the U.S. market, volumes declined by 21 thousand units year on year, mainly due to the temporary shutdown at the Yajima Plant, as well as the impact of a cold wave at the beginning of the year.

In addition, tensions in the Middle East affected shipping operations, partly constraining shipments and sales in overseas markets.

FYE2026 :

Consolidated Profit Results

(100 Million Yen)

		FYE 2025 Results(a)	FYE 2026 Previous Forecast(b)	FYE 2026 Results(c)	Variance (c)-(a)	Variance (c)-(b)
Revenue		46,858	48,000	**47,850**	+992	-150
Domestic		6,514	-	**6,999**	+485	-
Overseas		40,344	-	**40,851**	+507	-
Operating profit		4,053	1,300	**401**	-3,652	-899
Profit before tax		4,485	1,800	**1,075**	-3,410	-725
Profit for the period attributable to owners of parent		3,381	1,250	**908**	-2,472	-342
SUBARU exchange rate	**US$**	¥152	¥150	**¥150**	-¥2	+¥0
	EURO	¥162	¥173	**¥174**	+¥12	+¥1
	CAN$	¥110	¥110	**¥109**	-¥1	-¥1

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Let's move on to the consolidated profit results.

Despite the negative impact from lower unit sales and approximately the 2-yen appreciation of the Japanese yen against the U.S. dollar, revenue was 4,785.0 billion yen, supported by an improved price & mixture.

Operating profit decreased by 89.9 billion yen from the previous forecast to 40.1 billion yen. The details of the factors behind this decline will be explained on the next page.

Profit before tax was 107.5 billion yen, and profit for the period attributable to owners of parent was 90.8 billion yen.

FYE2026 :

Operating Profit: Factors Working to Reduce Profit Vs. Forecast as of 3Q

(100 Million Yen)

	Amount of profit reduction	Main factors working to reduce profit
Decline in unit sales	−220	• Unit sales fell by 24 thousand units, mainly due to a cold wave in the U.S. at the beginning of the year and disruptions to shipping operations for overseas markets caused by rising tensions in the Middle East
BEV-related expenses	−578	• In response to changes in medium- to long-term demand for electric vehicles, we recorded impairment losses on capitalized development costs for BEVs, as well as other related expenses
Foreign exchange impact	−100	• Because the foreign exchange rate had resulted in a weak yen at the end of the fiscal year, yen-denominated valuation of foreign-currency warranty provisions increased (Rate at end 3Q: 157 yen ; Rate at end 4Q: 160 yen)

Moving on, I will explain the factors behind the decrease in operating profit relative to the forecast of 130.0 billion disclosed at the 3rd quarter results.

First, a decline in unit sales. Operating profit decreased by 22.0 billion yen, mainly due to a decline of 24 thousand units in sales, reflecting the impact of a cold wave in the U.S. at the beginning of the year and disruptions to shipping operations for overseas markets caused by rising tensions in the Middle East.

Next, BEV-related expenses. In light of significant changes in U.S. environmental regulations, we announced in our previous earnings presentation that we would recognize expenses related to environmental regulatory credits and associated losses. On the other hand, we have recently recognized that the significant regulatory changes could materially impact the medium- to long-term demand for BEVs, as well as our BEV sales outlook. Accordingly, we reassessed the recoverability of development assets related to BEVs and recorded an impairment loss. In addition, we made a reasonable estimate of the related costs associated with this review based on the information currently available and recognized total expenses of 57.8 billion.

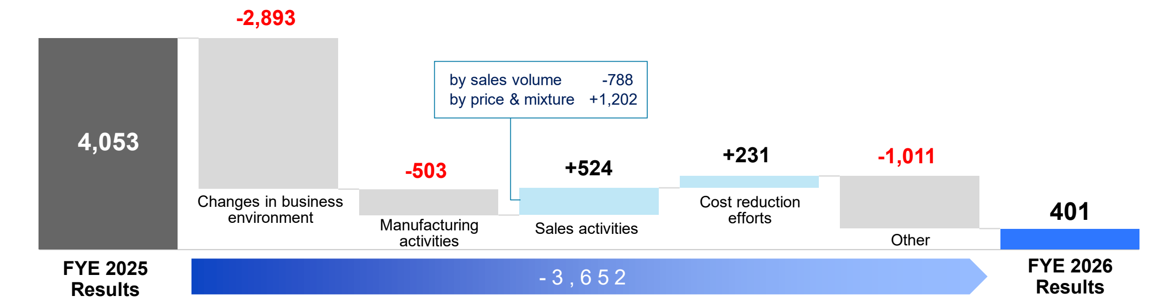
Finally, foreign exchange impacts. Foreign exchange effects, including the weak yen of 160 at fiscal year-end, increased the yen value of foreign-currency warranty provisions and, together with other factors, reduced profit by10.0 billion.

As a result of the above factors, operating profit came in at 40.1 billion yen.

FYE2026 :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



Changes in business environment	-2,893	Manufacturing activities	-503	Sales activities	+524	Cost reduction efforts	+231	Other	-1,011
Impact of U.S. Additional Tariffs	-2,269	R&D expenses	-270	Sales volume & mix , etc.	+414	Cost reduction	+231	BEV-related expenses	-578
Material cost, etc.	-386	Fixed manufacturing cost	-233	Sales related cost	+64			Warranty claims	-343
Curernсy exchange *	-238			Sales incentives	+41			Expenses related to environmental regulatory credits and associated losses	-201
• Sales and purchase exchange rate difference	-127			Parts and Accessories	-67				
• Unrealized gain	+73			Other profit related to vehicle	+72			Others	+111
• End-of-period exchange rate difference	-184								

* "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.

Due to changes in the business environment, including the impact of additional U.S. tariffs and deterioration in raw material costs and market conditions, operating profit decreased by 289.3 billion yen.

Manufacturing activities resulted in a 50.3 billion yen decrease, mainly due to an increase in R&D expenses for new products to be introduced in the future.

Against these negative factors, sales activities contributed a 52.4 billion yen increase through improvements in price & mixture. Cost reduction also contributed a 23.1 billion yen increase.

Other factors resulted in a 101.1 billion yen decrease, which includes expenses related to environmental regulatory credits and associated losses, as well as BEV-related expenses.

FYE2026 :

Consolidated Statement of Cash Flows / Cash and cash equivalents

(100 Million Yen)

	FYE 2025 Results	FYE 2026 Results
Net cash provided by (used in) operating activities	4,921	**3,582**
Net cash provided by (used in) investing activities	-4,041	**-1,147**
Free cash flows	881	**2,436**
Net cash provided by (used in) financing activities	-1,873	**-2,178**
Effect of exchange rate change on cash and cash equivalents	-73	**381**

	As of March 2025	As of March 2026	Variance
Cash and cash equivalents including time deposits(A)	15,897	**14,534**	-1,363
Cash and cash equivalents	9,415	**10,053**	+639
Time deposits	6,482	**4,480**	-2,002
Interest bearing debts Balance at end of period*(B)	3,995	**3,845**	-150
Net cash including time deposits(A-B)	11,902	**10,689**	-1,213

* Lease liabilities are not included in the results above.

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

Net cash provided by operating activities was 358.2billion yen, net cash used in investing activities was -114.7billion yen, resulting in free cash flow came to 243.6billion yen.

Cash and cash equivalents including time deposits decreased by 136.3billion yen from the end of the previous fiscal year to 1,453.4billion yen, and the balance of interest bearing debts increased by 15.0billion yen from the end of the previous fiscal year to 384.5billion yen.

As a result, net cash including time deposits decreased by 121.3billion yen from the end of the previous fiscal year to 1,068.9 billion yen.

FYE2026 :

Capex / Depreciation / R&D

(100 Million Yen)

	FYE 2025 Results(a)	FYE 2026 Previous Forecast(b)	FYE 2026 Results(c)	Variance (c)-(a)	Variance (c)-(b)
Capex *1	1,761	2,300	**2,102**	+341	-198
Depreciation *1	968	1,000	**1,036**	+67	+36
R&D expenditures *2	1,600	1,600	**1,580**	-19	-20

*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.

Forecast for FYE 2027

FYE 2027 Forecast :

Consolidated Unit Sales / Complete Cars Production

(Thousand Units)

	FYE 2026 Results	FYE 2027 Forecast	Variance
Production in U.S.	355	-	-
Production in Japan	525	-	-
Production* Total	880	**900**	+20

	FYE 2026 Results	FYE 2027 Forecast	Variance
Consolidated Unit Sales Total	896	**940**	+44

* Production figures include Toyota GR86, excluding jointly developed BEVs with Toyota Motor Corporation.

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Next, let’s look at the full-year forecast for FYE 2027.

We are targeting production of 900 thousand units, up 20 thousand units year on year. Please note that production volume does not include the jointly developed BEVs with Toyota Motor Corporation, for the reason mentioned earlier.

We aim to achieve consolidated unit sales of 940 thousand units, up 44 thousand units year on year.

FYE 2027 Forecast :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2026 Results	FYE 2027 Forecast	Variance
Domestic total	103	**108**	+5
North America	708	**736**	+28
Others	85	**96**	+11
Overseas total	793	**832**	+39
Total	896	**940**	+44

Consolidated unit sales forecast by market are as you see on this slide.

We are targeting an increase of 39 thousand units year on year in overseas markets, including an increase of 28 thousand units in North America, and aim to achieve an overall increase of 44 thousand units globally. To achieve this, we will steadily capture demand for new ICE/HEV models introduced since last year, while making flexible adjustments to production and sales of models, grades, and destinations in line with demand in each market.

At the Yajima Plant, where BEV production began in February this year, we plan to start mixed production of BEVs and ICE models from around summer and gradually increase utilization rates and transition to full-scale production from the latter part of the second half. Following the transition to full-scale production, we will aim to further expand unit sales while capturing demand as much as possible.

FYE 2027 Forecast :

Consolidated Profit Forecast

(100 Million Yen)

		FYE 2026 Results	FYE 2027 Forecast	Variance
Revenue		47,850	**52,000**	+4,150
Domestic		6,999	-	-
Overseas		40,851	-	-
Operating profit		401	**1,500**	+1,099
Profit before tax		1,075	**1,800**	+725
Profit for the period attributable to owners of parent		908	**1,300**	+392
Exchange rate	**US$**	¥150	**¥155**	+¥5
	EURO	¥174	**¥180**	+¥6
	CAN$	¥109	**¥110**	+¥1

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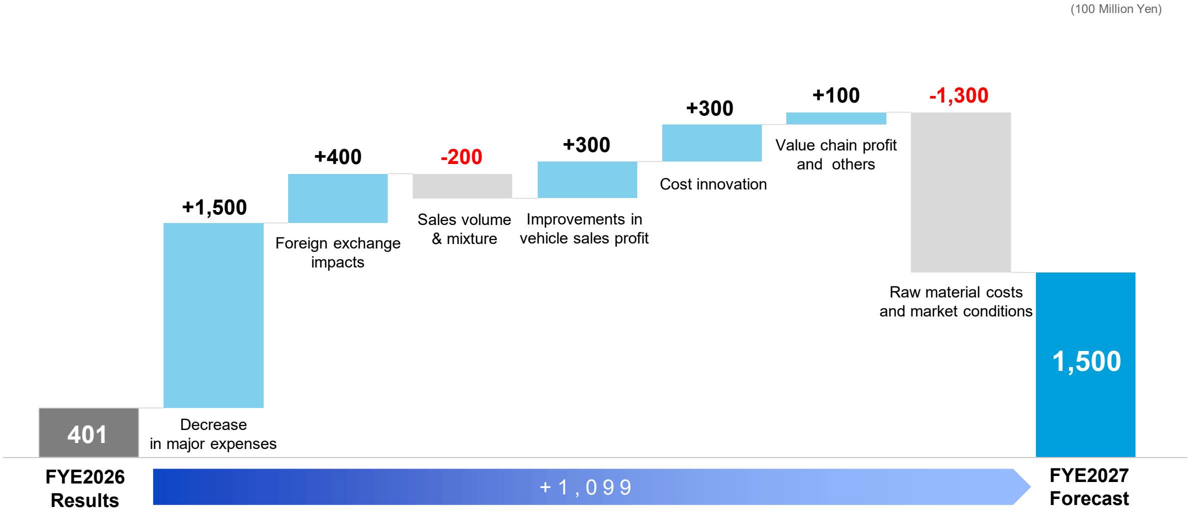
Let's move on to the consolidated forecast.

We are targeting revenue of 5,200.0 billion yen and operating profit of 150.0 billion yen. With regard to operating profit, there is a risk of a significant increase in procurement costs due to rising raw material costs and deterioration in market conditions. Even under such circumstances, we will implement measures to recover earnings and aim to achieve operating profit of 150.0 billion yen.

In addition, we are targeting profit before tax of 180.0 billion yen and profit for the period attributable to owners of parent of 130.0 billion yen.

FYE 2027 Forecast :

Analysis of Variance in Operating Profit (Consolidated)



This chart shows the factors behind changes in operating profit.

The second bar from the right represents the impact of deteriorating raw material costs and market conditions, which is estimated at 130.0 billion yen, assuming the current price levels continue throughout the year.

FYE 2027 Forecast :

Capex / Depreciation / R&D

(100 Million Yen)

	FYE 2026 Results	FYE 2027 Forecast	Variance
Capex *1	2,102	**1,600**	-502
Depreciation *1	1,036	**1,250**	+214
R&D expenditures *2	1,580	**1,450**	-130

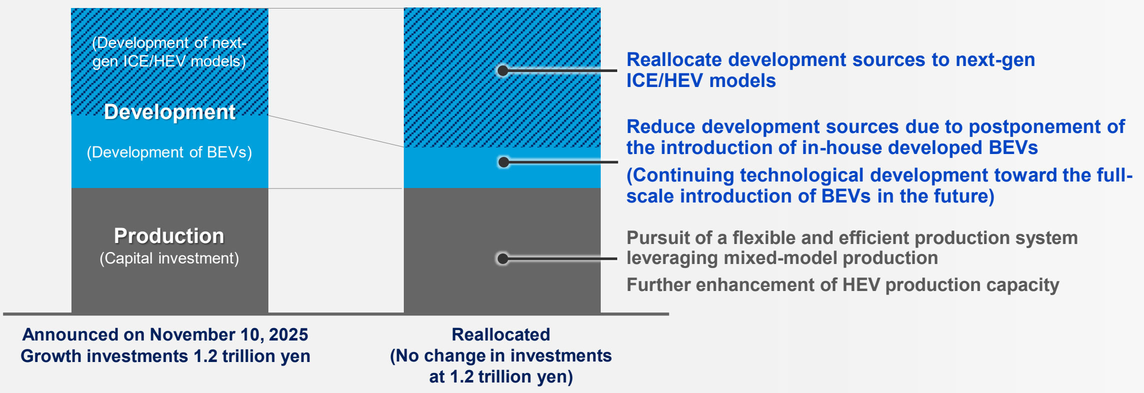
*1 Leases, capex & amortization for intangible assets are not included in the results and forecast above.
*2 Research and development activity related costs incurred during the reporting period are written.
In accordance with IFRS, as a part of research and development expenditures is recorded as an 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)

Capex, depreciation, and R&D expenditures are as you see here.

Capex decreased by 50.2 billion yen year on year, compared with the previous fiscal year when investments were made for the start of Forester production at the U.S. plant and for in-house production of BEVs at the Yajima Plant.
R&D expenditures decreased by 13.0 billion yen year on year, mainly due to a review of R&D expenditures for in-house developed BEVs.

FYE 2027 Forecast :

Outlook for growth investments



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Next we have the outlook for growth investments.

As explained by CEO Osaki earlier, we have decided to postpone the introduction of in-house developed BEVs from the originally planned timing, and have reallocated resources for mass production development of in-house BEVs to ICE/HEV models. While there is no change in growth investments of 1.2 trillion yen announced on November 10 last year, we plan to flexibly reallocate investment areas and execute accordingly.

Shareholder Returns

(Yen)

	FYE2025 Results	FYE2026 Previous Forecast	FYE2026	FYE2027 Forecast
Interim Dividend	48.0	57.0	**57.0**	58.0
Year-end Dividend	67.0	58.0	**58.5**	58.0
Annual Dividend	115.0	115.0	**115.5**	116.0
Dividend on Equity*	3.5%		**3.5%**	
Share Repurchases	50 billion yen	TBD	**Up to 150 billion yen**	TBD

* Excluding "other components of equity" that are subject to significant fluctuations due to foreign exchange movements and other factors
Dividend on Equity (DOE) = annual dividends / (Equity attributable to owners of parent - other components of equity)

➢ Shares Repurchases

Shares Repurchases number	**Up to 80 million shares**
Shares Repurchases amount	**Up to 150 billion yen**
Planned Repurchases period	**May 18, 2026 - March 16, 2027**

* All of shares repurchased will be cancelled.

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Let me explain our approach to shareholder returns.
We set dividends as the basis for shareholder returns and aim for progressive dividends at 3.5% DOE*2

For FYE 2026, the year-end dividend will be increased by JPY0.5 from the previous forecast to JPY58.50 per share,
and the annual dividend is expected to be ¥115.50 per share, including the interim dividend.

In addition, as our CEO, Osaki, mentioned earlier,
the Board of Directors resolved today to conduct a share buyback of up to ¥150.0 billion.
All shares acquired will be cancelled.

As for FYE2027, the forecast for the dividend per share is an annual dividend of JPY116.00, based on a DOE of 3.5%.

Financial and Capital Policy

Balanced capital allocation among "Financial Soundness and Stability," "Growth Investments," and "Shareholder Returns"

Financial Soundness and Stability

Aiming for **medium- to long-term capital efficiency**, under highly uncertain business environment:

- Control cash holdings through setting an upper guideline for net cash[*1] equivalent to 2.5 months of revenue

Review of Growth Investments

Remaining JPY 1.2 trillion of the total growth investment of JPY 1.5 trillion:

- Reallocate resources from in-house BEV to **next-generation ICE/HEV models**
  - Continue R&D towards future full-scale introduction of BEVs

Revision of Shareholder Return Policy

Based on comprehensive assessment of business performance, investment plans, and the business environment,

- Set dividends as the basis for shareholder returns and aim for progressive dividends at 3.5% DOE[*2]
- Target total returns ratio of 40% or more
- Implement share repurchases according to business performance and market conditions

Aiming for **medium- to long-term capital efficiency**, with comprehensive assessment of business performance, investment plans, and the business environment,

- Set dividends as the basis for shareholder returns and aim for progressive dividends at 3.5% DOE[*2]
- **Increases in dividends and flexible share repurchases** in line with business performance and market conditions

*1 Cash and cash equivalents, including time deposits, less interest-bearing debt
*2 Excluding "other components of equity" that are subject to significant fluctuations due to foreign exchange movements and other factors
Dividend on Equity (DOE) = annual dividends / (Equity attributable to owners of parent - other components of equity)

Finally let me explain our capital policy.

There has been no change to our approach of maintaining a balanced capital allocation among "Financial Soundness and Stability," "Growth Investments," and "Shareholder Returns," as previously stated, while continuing to aim for medium- to long-term capital efficiency.

With regard to "Financial Soundness and Stability,"
we set an upper guideline for cash holdings at net cash equivalent to 2.5 months of revenue and will manage cash holdings within this range.

Even under highly uncertain business environment, we will maintain a sound financial base for healthy growth while preventing excessive accumulation of cash.

Regarding "Growth Investments," this remains as described earlier.

Finally, turning to shareholder returns, we are making a partial revision to our shareholder return policy.
However, there has been no change to our long-standing approach of setting dividends as the basis for shareholder returns and aiming for progressive dividends based on a DOE of 3.5%.

With the aim of improving capital efficiency over the medium to long term,
and taking into account the cash control framework described earlier,
we will continue to actively return value to shareholders by pursuing dividend increases and agile share repurchases in line with business performance and market conditions.

This concludes the briefing on our financial results for 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 4th Quarter (3 months)
- FYE 2026 Results (by Quarter)
- Complete Cars Production / Retail Sales Units

FYE 2026 :

Revenue and Operating Profit by Business Segment (Consolidated)

(100 Million Yen)

	Revenue			Operating profit		
	FYE 2025 Results	FYE 2026 Results	Variance	FYE 2025 Results	FYE 2026 Results	Variance
Automobile	45,690	**46,383**	+693	4,204	**321**	-3,883
Aerospace	1,116	**1,417**	+301	-196	**35**	+231
Other	51	**50**	-2	37	**36**	-1
Elimination & Corporate	-	**-**	-	9	**9**	+1
Total	46,858	**47,850**	+992	4,053	**401**	-3,652

FYE 2026 :

Operating Profit of Automotive business unit (Management Figures)

(100 Million Yen)

	FYE 2025 Results	FYE 2026 Results	Variance
New vehicle	2,388	**-1,482**	-3,870
Parts and accessories	1,544	**1,503**	-41
Others*	272	**300**	+28
Total	4,204	**321**	-3,883

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

FYE 2026 :

Revenue and Operating Profit by Geographic Area (Consolidated)

(100 Million Yen)

	Revenue			Operating profit		
	FYE 2025 Results	FYE 2026 Results	Variance	FYE 2025 Results	FYE 2026 Results	Variance
Japan	9,438	**9,804**	+365	3,127	**-1,107**	-4,234
North America	36,278	**36,927**	+649	1,009	**1,081**	+72
Other	1,141	**1,119**	-22	5	**49**	+44
Elimination & Corporate	-	**-**	-	-89	**378**	+467
Total	46,858	**47,850**	+992	4,053	**401**	-3,652

FYE 2026 :

Overseas Revenue (Consolidated)

(100 Million Yen)

	FYE 2025 Results	FYE 2026 Results	Variance
North America	37,108	**37,805**	+697
Europe	982	**1,058**	+76
Asia	367	**253**	-114
Other	1,886	**1,735**	-152
Total	40,344	**40,851**	+507

Consolidated Statement of Financial Position

(100 Million Yen)

	As of March 2025	As of March 2026	Variance
Total assets	50,882	**54,923**	+4,041
Current assets	31,912	**33,744**	+1,832
Non-current assets	18,970	**21,179**	+2,209
Total liabilities	23,725	**27,106**	+3,381
Interest bearing debts	3,995	**3,845**	-150
Total equity	27,157	**27,817**	+660
Retained earnings	21,065	**20,673**	-392
Equity attributable to owners of parent	27,145	**27,804**	+659
Ratio of equity attributable to owners of parent to total assets	53.3%	**50.6%**	-2.7%
D/E ratio	0.15	**0.14**	-0.01

FYE 2026 :

Non-consolidated Unit Sales

(Thousand Units)

	FYE 2025 Results	FYE 2026 Results	Variance
Domestic production*	602	**525**	-77
Domestic sales	111	**108**	-3
Passenger cars	97	**91**	-6
Minicars	14	**17**	+3
Export total	503	**437**	-66
Components for overseas production	337	**350**	+13
Total	951	**894**	-56

* Production figures include Toyota GR86, excluding jointly developed BEVs with Toyota Motor Corporation.

FYE 2026 :
Operating Results of Subsidiaries in U.S.

(Million US$)

SOA *1	FYE 2025 Results	FYE 2026 Results	Variance
Net sales	21,994	**22,758**	+764
Operating income	279	**563**	+284
Net income	334	**561**	+227
Retail sales (Thousand units)	679	**617**	-62

SIA *2	FYE 2025 Results	FYE 2026 Results	Variance
Net sales	9,960	**10,365**	+405
Operating income	239	**74**	-165
Net income	239	**114**	-125
Production (Thousand units)	345	**355**	+11

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

4th Quarter (3 months) :

Consolidated Unit Sales (by market)

(Thousand Units)

	FYE 2025 4Q Results	FYE 2026 4Q Results	Variance
Passenger cars	25	**21**	-5
Minicars	3	**4**	+1
Domestic total	29	**25**	-4
U.S.	156	**162**	+6
Canada	18	**15**	-3
Europe	7	**8**	+1
Australia	12	**4**	-8
China	1	**0**	-0
Others	7	**5**	-1
Overseas total	200	**195**	-5
Total	229	**220**	-9

4th Quarter (3 months) :

Consolidated Profit Results

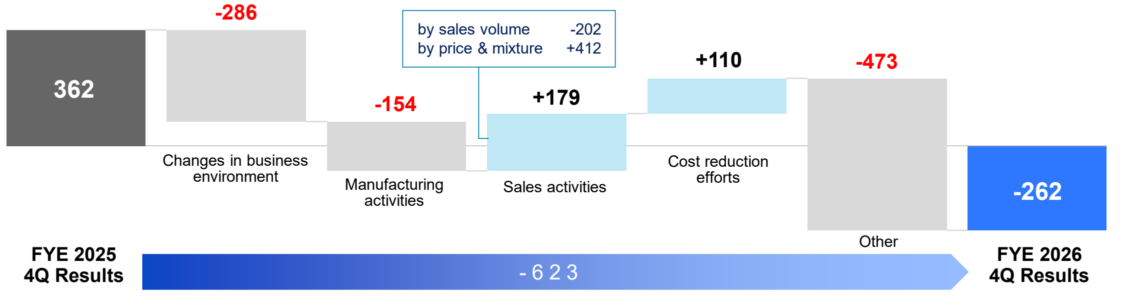
(100 Million Yen)

		FYE 2025 4Q Results	FYE 2026 4Q Results	Variance
Revenue		11,494	**12,660**	+1,166
Domestic		1,776	**1,884**	+108
Overseas		9,718	**10,776**	+1,058
Operating profit		362	**-262**	-623
Profit before tax		225	**-115**	-340
Profit for the period attributable to owners of parent		207	**78**	-129
SUBARU exchange rate	**US$**	¥154	**¥156**	+¥2
	EURO	¥160	**¥183**	+¥24
	CAN$	¥108	**¥114**	+¥6

4th Quarter (3 months) :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



Changes in business environment	-286	Manufacturing activities	-154	Sales activities	+179	Cost reduction efforts	+110	Other	-473
Curerncy exchange *	+2	Fixed manufacturing cost	-153	Sales volume & mix , etc.	+210	Cost reduction	+110	BEV-related costs	-578
▪ Sales and purchase exchange rate difference	+180	R&D expenses	-1	Sales incentives	-70			Warranty claims	-50
▪ Unrealized gain	-8			Sales related cost	+34			Expenses related to environmental regulatory credits and associated losses	+77
▪ End-of-period exchange rate difference	-170			Parts and Accessories	-37				
Material cost, etc.	-185			Other profit related to vehicle	+42			Others	+78
Impact of U.S. Additional Tariffs	-103								

* "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.

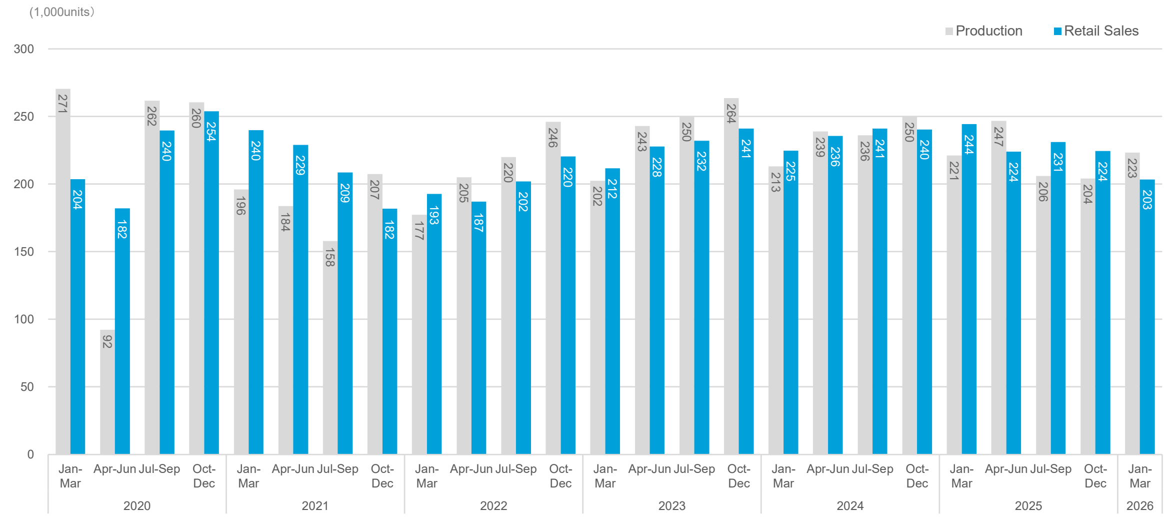
FYE 2026 Results(by Quarter)

(Thousand Units, 100 Million Yen)

	FYE 2026 Results			
	1Q	2Q	3Q	4Q
Consolidated Unit Sales	244	229	203	220
Production *	247	206	204	223
Revenue	12,141	11,716	11,333	12,660
Operating profit	764	263	-364	-262
Profit for the period attributable to owners of parent	548	356	-73	78
SUBARU exchange rate US$	¥146	¥146	¥152	¥156

* Production figures include Toyota GR86, excluding jointly developed BEVs with Toyota Motor Corporation.

Complete Cars Production / Retail Sales Units



* Production figures include Toyota GR86, excluding jointly developed BEVs with Toyota Motor Corporation.

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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.

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