



Consolidated Financial Results for FYE 2026

SUBARU CORPORATION

Atsushi Osaki, Representative Director, President & CEO

May 15th, 2026

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”

Progress of the SUBARU Management Policy 2025 and Key Areas of Focus Going Forward

Progress of the Management Policy 2025

- Development: Digitally enabled, agile development processes with shortened lead time established through BEV development efforts
- Production: Mixed-model production of BEVs and ICE/HEV models is being established as a foundation for flexible manufacturing

Key Areas of Focus Going Forward

- Products: With the introduction of in-house developed BEVs postponed, shifting development resources toward expanding the ICE/HEV product lineup
- Value Chain: Translating Subaru's unique strength – strong connections with customers – into profits
- Cost Reform: Steadily executing the unprecedented cost reform initiative, “Cost Innovation 20–30”

FYE 2027 Outlook

Impact on Earnings from External Factors

- Downside risks of over 130 billion yen to earnings are anticipated, due to higher raw material costs and adverse precious metals market conditions, as well as the impact of the Middle East situation

Initiatives

- Aiming for operating profit of 150 billion yen by translating the outcomes of “SUBARU Management Policy 2025” into profits and increasing global sales through the ICE/HEV lineup strengthened since last year

Aiming for Sustainable Growth

- Aim to achieve industry-leading profitability and pursue an ROE of 10% or higher, as a long-term target toward 2030
- Execute growth investments and shareholder returns, both of which lead to improving medium- to long-term capital efficiency
 - Shareholder Returns
 - Dividends, which constitute the basis of shareholder returns, are implemented based on 3.5% DOE*
 - Resolved to conduct share repurchases of up to 150 billion yen on May 15th
- Raise capital profitability by expanding earnings through the implementation of “SUBARU Management Policy 2025”

* 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)



Consolidated Financial Results for FYE 2026

SUBARU CORPORATION

Shinsuke Toda, Director, Managing Executive Officer & CFO

May 15th, 2026

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

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

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

FYE2026 :

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

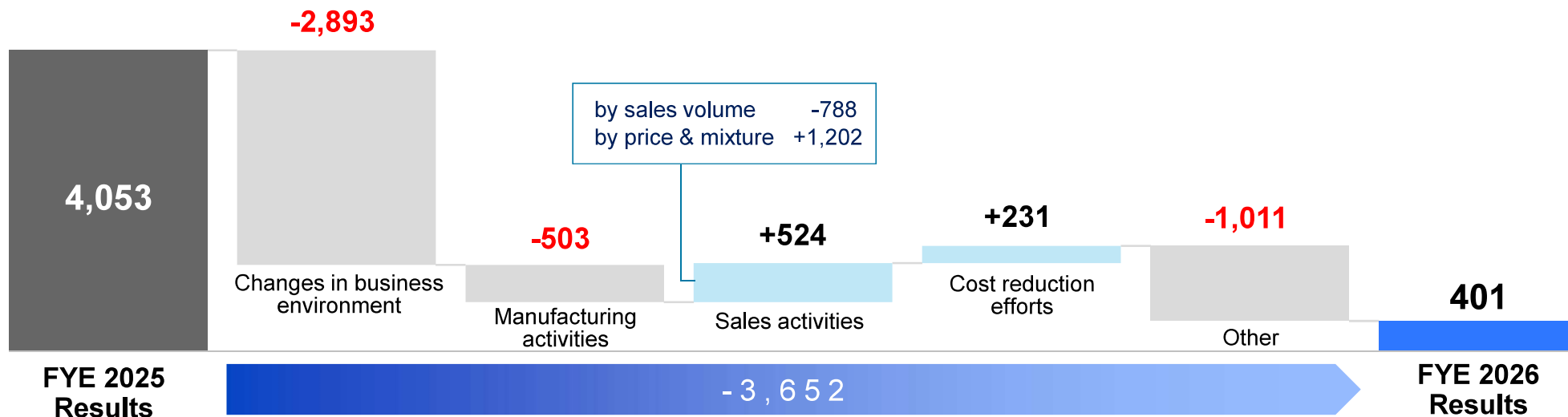
(100 Million Yen)

	Amount of profit reduction	Main factors working to reduce profit
Decline in unit sales	-220	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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)

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
Currency 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			Others	+111
▪ Unrealized gain	+73			Other profit related to vehicle	+72				
▪ 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.

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.

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)

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.

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

FYE 2027 Forecast :

Consolidated Profit Forecast

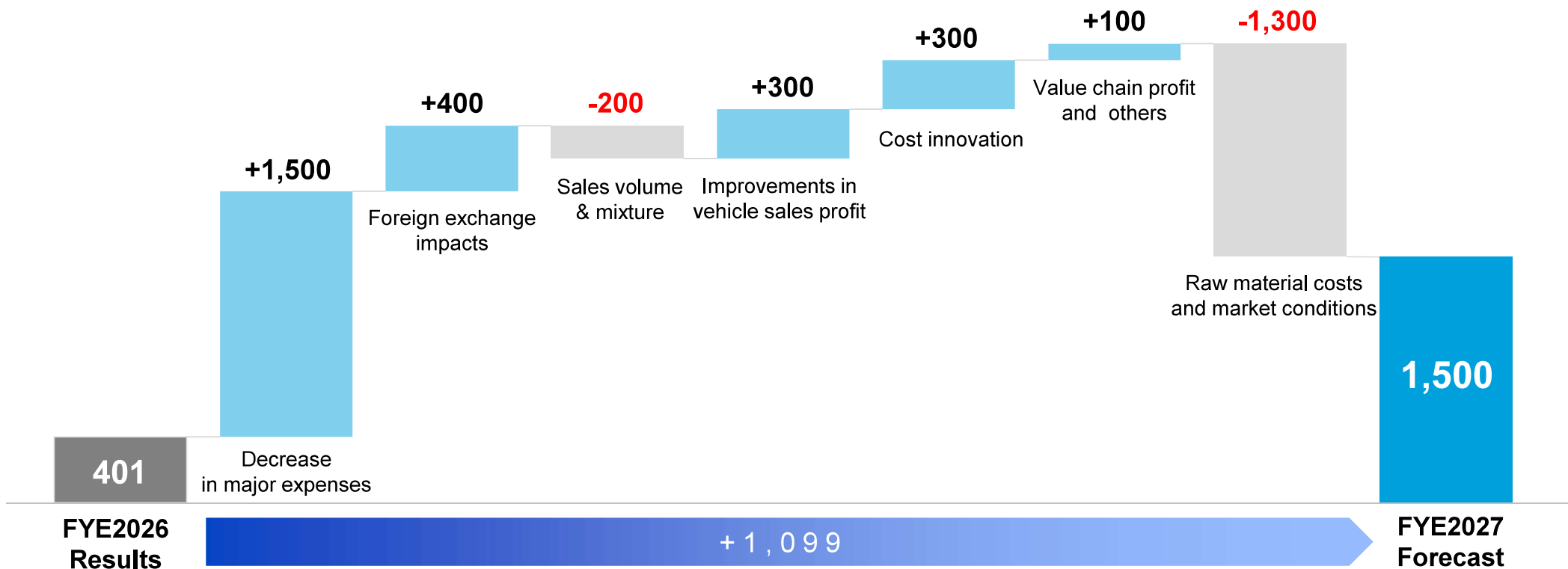
(100 Million Yen)

		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

FYE 2027 Forecast :

Analysis of Variance in Operating Profit (Consolidated)

(100 Million Yen)



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

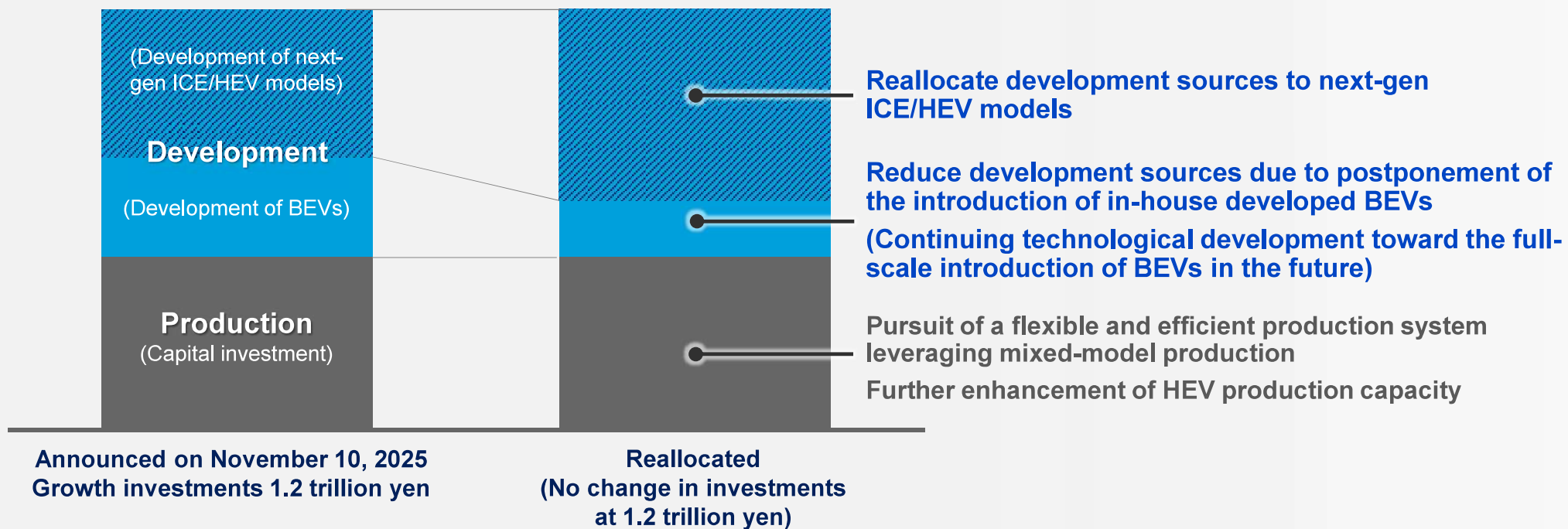
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*2 Research and development activity related costs incurred during the reporting period are written.

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)

Outlook for growth investments



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.

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)

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

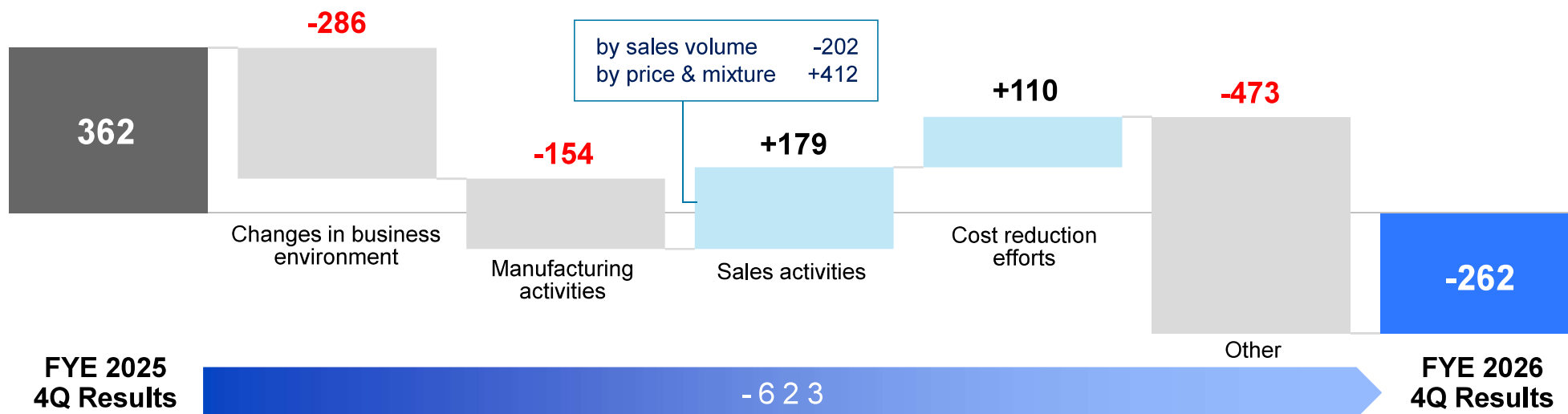
(100 Million Yen)

		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			Others	+78
Material cost, etc.	-185			Other profit related to vehicle	+42				
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.

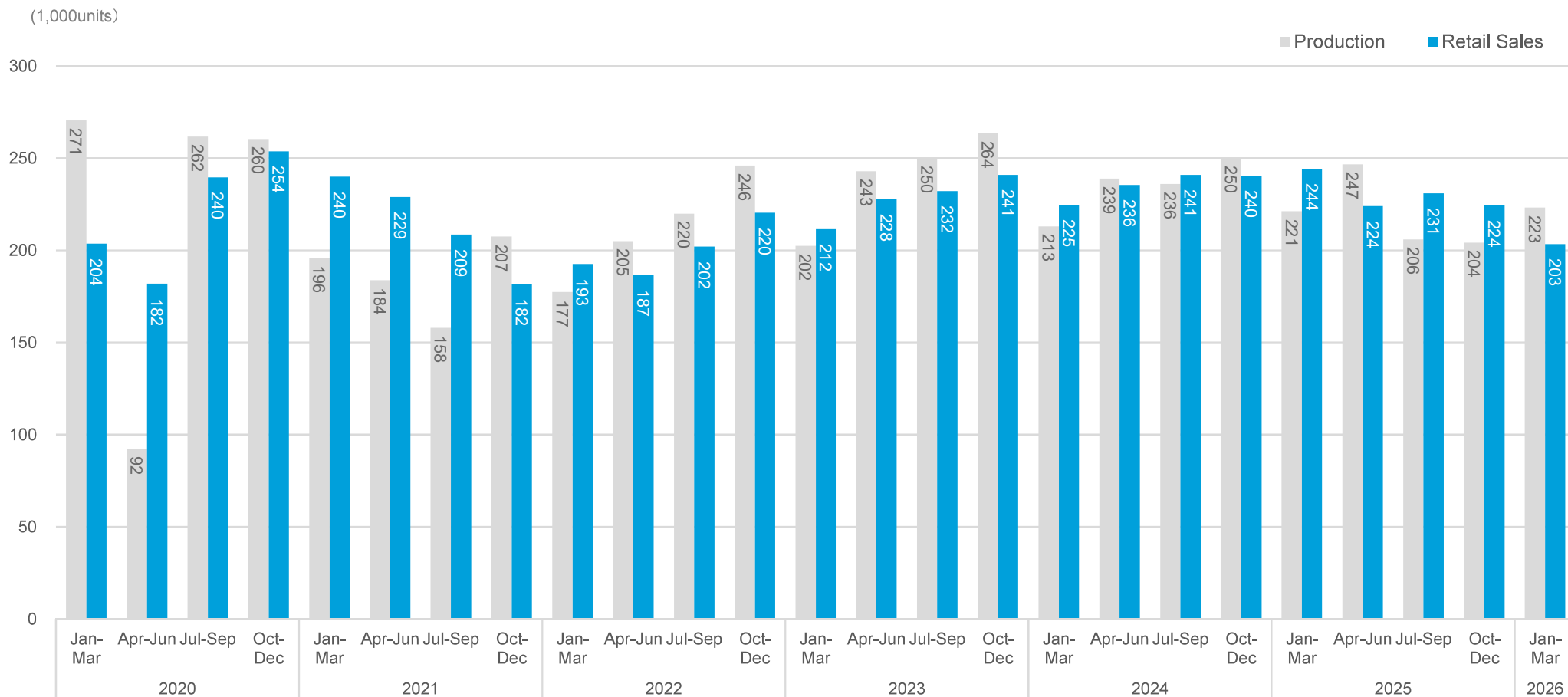
FYE 2026 Results(by Quarter)

(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.



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.