

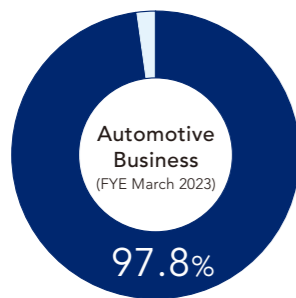
# Automotive Business Unit



SUBARU's history as an automaker began with the launch of the SUBARU 360 in 1958. Since then, we have worked continually to provide new value in automobiles by developing new categories based on our core technologies, such as the horizontally-opposed engine and symmetrical all-wheel drive (AWD), and by creating new technological value, including EyeSight\*, the world's first driver assist system. These actions have deepened our relationships with customers. In recent years, we have positioned the U.S. as an important market, with a strategy of concentrating limited management resources in fields in which we should extend our strengths and advantages, including product lineups focused on SUVs and sports models. We provide Enjoyment and Peace of Mind through high value-added products. In addition, we are developing core technologies in areas such as battery electric and hybrid vehicles, while leveraging alliances to accelerate our initiatives toward achieving carbon neutrality.

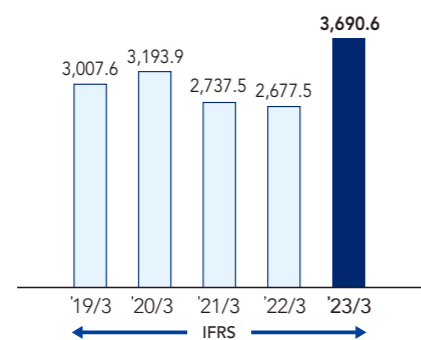
\*EyeSight is the first driver assist system to provide all functionality solely through the use of stereo cameras

### Consolidated Revenue Contribution Ratio



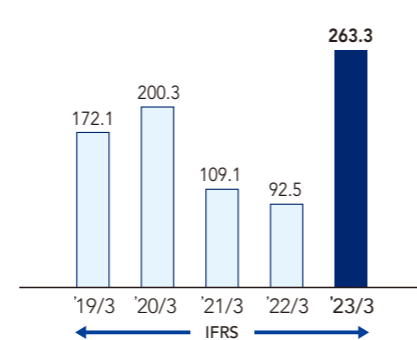
### Revenue

(Billions of yen)

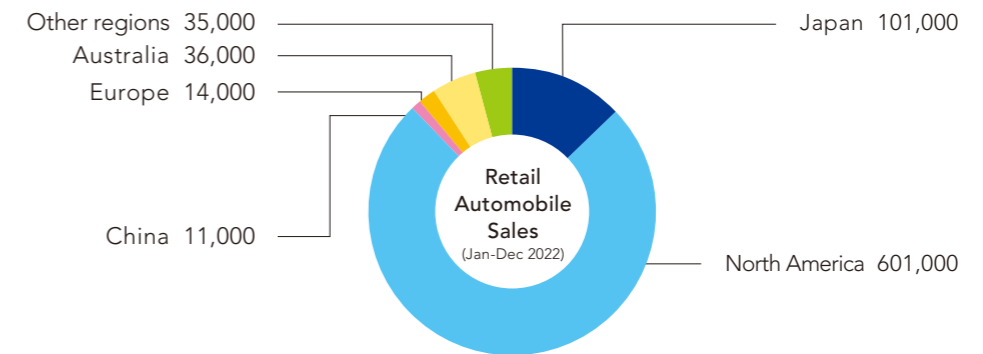


### Operating Profit

(Billions of yen)



### Automobile Sales by Region



### Product Lineup

#### SOLTERRA

SUV (BEV)



Unit sales : 2 thousand units  
Sales region : Japan, North America, Europe, and other

#### LEVORG

Sports / Wagon



Unit sales : 14 thousand units  
Sales region : Japan and other

#### ASCENT

(Other markets: EVOLTIS)

SUV



Unit sales : 68 thousand units  
Sales region : North America, and other

#### WRX

Sports / Sedan



Unit sales : 27 thousand units  
Sales region : Japan, North America, Australia, and other

#### OUTBACK

SUV



Unit sales : 189 thousand units  
Sales region : Japan, North America, Europe, Australia, China, and other

#### SUBARU BRZ

Sports / Coupe



Unit sales : 13 thousand units  
Sales region : Japan, North America, Europe, Australia, China, and other

#### FORESTER

SUV



Unit sales : 186 thousand units  
Sales region : Japan, North America, Europe, Australia, China, and other

#### LEGACY

Sedan



Unit sales : 23 thousand units  
Sales region : North America, China, and other

#### CROSSTREK

SUV



Unit sales : 213 thousand units  
Sales region : Japan, North America, Europe, Australia, China, and other

#### IMPREZA

Wagon



Unit sales : 46 thousand units  
Sales region : Japan, North America, Europe, Australia, and other

### OEM

#### JUSTY



#### STELLA



#### SAMBAR VAN



#### CHIFFON



#### PLEO+



#### SAMBAR TRUCK



#### REX



Unit sales : 21 thousand units  
Sales region : Japan (OEM supply from Daihatsu Motor Co., Ltd.)

Notes 1: Retail unit sales in each region for the period from January 1 to December 31, 2022.  
2: Regional sales results are for the aforementioned period.

## SUBARU Core Technologies

### EyeSight Driver Assist System

#### Stereo cameras for advanced object recognition capabilities

By using two cameras positioned like human eyes (stereo cameras), the EyeSight driver assistance system is able to detect vehicles and pedestrians ahead of the vehicle and to accurately determine the distance of each object. This technology helps avoid accidents, minimizes damage, and reduces the burden on the driver. The next-generation EyeSight system installed in the 2020 SUBARU Levorg enables 360-degree sensing thanks to redesigned stereo cameras that allow for expanded visibility and four radar units located at the front and rear of the vehicle. This system contributes to safe driving in an even wider range of situations. The EyeSight X advanced driver assistance system combines information from sources such as the GPS and QZSS "Michibiki" satellite systems with high-precision 3D map data, which enables driving support functions including lane change assist and hands-off driving assist in traffic congestion. The Crosstrek released in 2023 adds a "third eye" in the newest evolution of this system, using an ultra wide-angle monocular camera in addition to stereo cameras. This results in improved recognition performance at intersections, where accidents are more common.



Stereo cameras

### SUBARU Global Platform

#### Balancing a high degree of both drive quality and passive safety performance

The SUBARU Global Platform, first implemented in 2016 with the Impreza, substantially increases body and chassis rigidity and further lowers vehicle center of gravity, improving Active Safety and delivering responsive handling performance and a comfortable ride. Furthermore, beginning in 2020 with the fully redesigned Levorg, we have adopted the new full inner frame construction technology to enhance rigidity across the entire body. This further evolves Passive Safety performance and provides an even more comfortable ride.



SUBARU Global Platform

### Symmetrical All-Wheel Drive (AWD)

#### Superior overall weight distribution

The combination of the low center of gravity provided by the horizontally-opposed engine and superior longitudinal-transverse weight balance achieved by placing the transmission near the center of the vehicle maximizes all-wheel drive capability and delivers superb driving performance in various conditions. SUBARU has been committed to Symmetrical AWD as a core technology that drivers can depend on in every situation from day-to-day town use to high-speed highway driving.

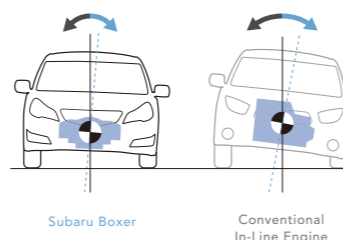


Symmetrical All-Wheel Drive

### Horizontally-Opposed Engine (Boxer engine)

#### Compact, low center of gravity

The horizontally-opposed engine has pistons arranged symmetrically to the left and right of the crankshaft. The opposed pistons mutually cancel out engine vibrations, which reduces vibrations conveyed to the vehicle interior. The engine's low height and compact design contribute to a low vehicle center of gravity. The stable attitude provides a high sense of security during driving.



Subaru Boxer

Conventional In-Line Engine

## SUBARU Models through the Years

Note: our production models



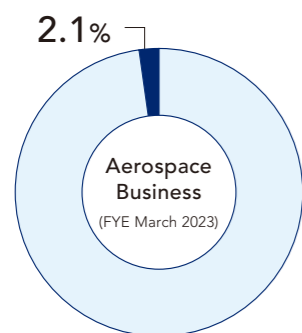
Business Overview

# Aerospace Business Unit

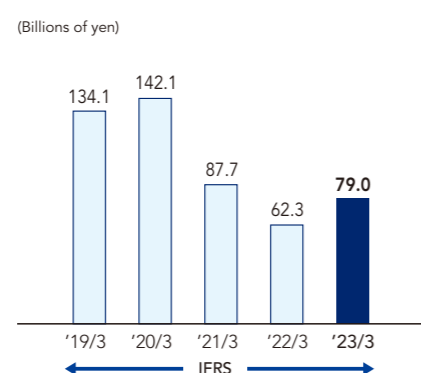


SUBARU's roots trace back to 1917 and the Aircraft Research Laboratory, later to become Nakajima Aircraft. In the SUBARU of today, our Aerospace Business carries on Nakajima Aircraft's passion for Monozukuri, leading Japan's aerospace industry through the development and production of a diverse set of aircraft under three business pillars: defense, commercial, and helicopter. Our defense business is wide-ranging, including the development and production of aircraft systems under an all-Japan framework, as well as of training aircraft for the Japan Self-Defense Forces. In our commercial business, we are responsible for the development and manufacturing of the center wing boxes and various other components of large aircraft such as the Boeing 787 through an international joint development program with U.S.-based Boeing. In our helicopter business, we produce the UH-2 utility helicopter used by the Japan Ground Self-Defense Force (JGSDF) and its commercial version, the SUBARU BELL 412EPX.

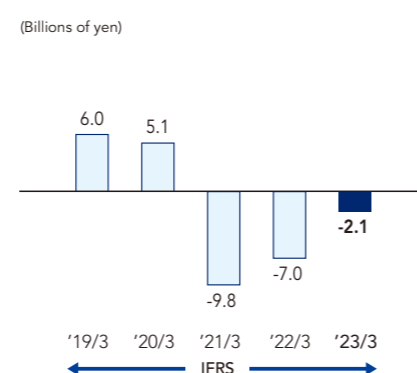
Consolidated Revenue Contribution Ratio



Revenue



Operating Profit



Primary Products and Services

- SUBARU BELL 412EPX
- UH-2 utility helicopter
- AH-64D attack helicopter
- T-5 and T-7 trainers
- Flying Forward Reconnaissance System
- The Center Wing Section of Boeing 787
- The Center Wing Section of Boeing 777 & 777X

## Commercial Business

Since first participating in the Boeing passenger program in 1973, we have been involved in development and production as a one of key partner of Boeing for more than 50 years. SUBARU manufactures the center wing box, the critical aircraft section where the right and left wings are attached to the front and rear fuselage and major sections. Since the center wing box contains the aircraft's fuel, Boeing requires that we provide high mechanical strength and high fluid tightness, a need we have met by demonstrating our advanced design and assembly technologies.

The Handa Plant, located in Aichi Prefecture and where center wing boxes for large aircraft are manufactured, is a global-level production center providing parts for not only the Boeing 787, which boasts over 1,000 manufactured worldwide, but also the Boeing 777X, Boeing 777, the Ministry of Defense's P-1 maritime patrol aircraft, and the C-2 transport aircraft. As of May 2023, the Handa Plant has manufactured and shipped a cumulative total of 3,000 center wing boxes for large aircraft.



A center wing box (Handa Plant)

## Defense Business

For half a century, the SUBARU Group has been providing overall operational support, including aircraft manufacturing, scheduled maintenance, refueling, and training, for programs such as Japan Air Self-Defense Force and Japan Maritime Self-Defense Force training aircraft systems, as well as Japan Ground Self-Defense Force utility helicopters. As of May 2023, affiliate Fuji Aviation Maintenance Co., Ltd. reached the milestone of 2,500 cumulative scheduled maintenance services performed for T-5 aircraft. We also boast a significant track record in development for unmanned aerial vehicles, and are actively involved in the operation support of existing systems and the research and development of future systems.

SUBARU also participates in the development of Japan's major defense aircraft systems, including fighter, transport, and patrol aircraft, and we are responsible for the development and production of major components, focusing on areas where we have particular strengths, including main wings, tail fins, and composite materials. With the establishment of Japan's three strategic documents, our defense business is experiencing dramatic environmental changes toward stronger defense capabilities for Japan. In this context, SUBARU will contribute to the defense of Japan through action precisely meeting the needs of our customers with rock-solid technical capabilities backed up by many years of experience and achievements.



The T-5 Japan Maritime Self-Defense Force training aircraft

## Helicopter Business

SUBARU has established a mass production line at our Utsunomiya Plant to provide UH-2 utility helicopters to the Japan Ground Self-Defense Force, which is used for air transport as well as lifesaving, evacuation, and firefighting during disasters, plus other missions to ensure the safety and security of the people of Japan.

The SUBARU BELL 412EPX is the commercial version of the UH-2, and has seen a steady increase in orders and sales. This aircraft boasts high reliability for operation under harsh conditions and excellent serviceability, and is expected to enjoy broad use in Japan and around the world.

SUBARU will continue to support safe and reliable flight operations for its customers as a company with manufacturing and maintenance bases in Japan, not only by manufacturing and selling aircraft, but also by supplying parts and performing scheduled maintenance.



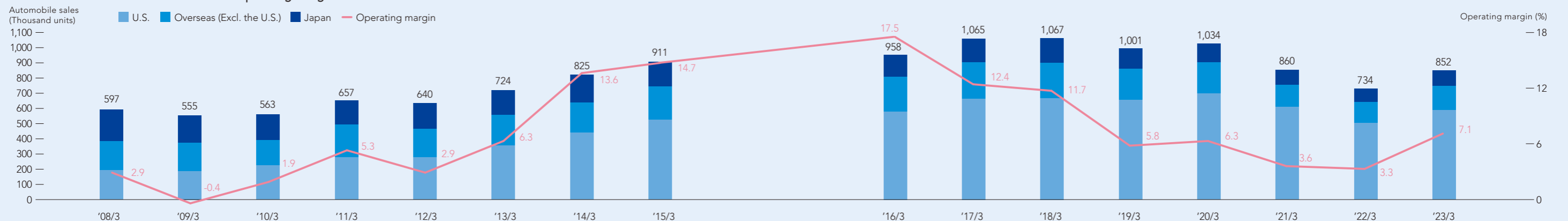
The UH-2 Japan Ground Self-Defense Force utility helicopter

## Previous Mid-term Management Vision

Previously, our medium-term management approach has been formulated and published as the Mid-Term Management Vision, a three to five-year management plan. However, our business environment is experiencing disruptive and non-linear changes. Our belief is that we must adapt to this rapid change in a more timely manner, and we have accordingly altered our approach to the formulation and messaging of our approach to management. Now, we will be newly unbound from conventional methodologies and reporting on progress as appropriate. The evolution of our Mid-Term Management Vision to date is as described below.

<b>2007–2010</b> Customer Satisfaction: Our Customers Are Everything <small>At the time of announcement: Representative Director of the Board, President and CEO Ikuo Mori</small>	<b>2011–2013</b> Motion-V <small>At the time of announcement: Representative Director of the Board, President and CEO Yasuyuki Yoshinaga</small>	<b>2014–2017</b> Prominence 2020 <small>At the time of announcement: Representative Director of the Board, President and CEO Yasuyuki Yoshinaga</small>	<b>2018–2023</b> STEP <small>Representative Director of the Board, President and CEO Tomomi Nakamura</small>
<p><b>Essential features</b></p> <p>With the philosophy of “customers come first” at its core, focusing on improving profitability and investing in growth areas with management resources</p> <p><b>Major challenges</b></p> <ol style="list-style-type: none"> <li>To provide a distinctive SUBARU experience for drivers and passengers</li> <li>To increase sales globally (Most important market: U.S.)</li> <li>To strengthen competitiveness in quality and cost</li> <li>To also grow through the business alliance with Toyota</li> <li>To grow the level of employee competence and so enhance the organization</li> </ol> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>Sharing the mindset of “customers come first” within the Group</li> <li>Globalization of products</li> <li>World’s leading safety performance</li> <li>Expanding sales in U.S. (the most important market)</li> <li>Reform of profit structure by reducing costs</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>Lowering sensitivity to foreign currency fluctuations</li> <li>Increasing sale in emerging countries including China</li> <li>Developing environmental technology and products</li> <li>Autonomy of three internal companies*</li> <li>Flexibility to adapt to changes in business environment</li> </ul> <p><small>* Aerospace Company, Industrial Products Company, Eco Technologies Company</small></p>	<p><b>Management philosophy</b></p> <p>Aiming to be a compelling company with a strong market presence built upon its customer-first principle</p> <p><b>Five themes</b></p> <ol style="list-style-type: none"> <li>Guiding principle for all activities “Confidence in Motion”  <small>&lt;Promote the brand strategy&gt;</small>                      “Provide value to customers and Enjoyment and Peace of Mind”</li> <li>With the basic philosophy of “customers come first,”                      “Provide distinctive SUBARU experience”</li> <li>Strengthen sales force and the availability of automotive supply,                      “Accelerate sales expansion”</li> <li>Overhaul of cost structure and promote alliance with Toyota,                      “Solidify operational foundation”</li> <li>Back up concrete approaches for business,                      “Improvement in Management”</li> </ol> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>XUV/SUV strategy succeeded</li> <li>Boosted sales through U.S.-oriented product development</li> <li>Highly rated collision safety and EyeSight</li> <li>Cost reduction activities paid off</li> <li>Achieved low-incentive sales</li> <li>Achieved highly efficient production</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>Compliance with future environmental regulations</li> <li>Production capacity shortages</li> <li>Responding to the needs of new customers</li> <li>Sensitivity to currency fluctuations</li> </ul> <p><small>Note: The Motion-V mid-term management plan, originally intended to run from 2011 to 2015, was completed ahead of schedule in FYE March 2014. Prominence 2020, the new mid-term management vision, was launched in FYE March 2015.</small></p>	<p><b>Management philosophy</b></p> <p>Aiming to be a compelling company with a strong market presence built upon its customer-first principle</p> <p><b>Reason for formulation</b></p> <p>Pursue the goal of sustainable growth and development by boosting competitiveness and building a solid business platform at a new stage</p> <p><b>Vision for 2020</b></p> <p>Corporate vision                      Not big in size, but a high-quality company with distinctive strengths</p> <p>Specific goals</p> <ul style="list-style-type: none"> <li>No.1 for customer trust</li> <li>Strong brand</li> <li>Among the most profitable companies in the industry</li> <li>Vehicle sales of 1.1 million-plus units</li> </ul> <p><b>Direction for mid-term management vision</b></p> <p>Pursue added-value business                      → Enhancing the SUBARU brand</p> <p>Increase tolerance to changes in the business environment                      → Building a strong business structure</p> <p><b>Achievement</b></p> <ul style="list-style-type: none"> <li>Among the most profitable companies in the industry</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>Strong brand</li> <li>Vehicle sales of 1.2 million-plus units</li> <li>No. 1 for customer trust</li> </ul>	<p><b>Corporate statement</b></p> <p>We aim to be a compelling company with a strong market presence built upon our customer-first principle</p> <p><b>Value statement</b></p> <p>Enjoyment and Peace of Mind</p> <p><b>Vision</b></p> <p>Delivering happiness to all</p> <p><b>Vision for 2025</b></p> <ol style="list-style-type: none"> <li>Become a brand that is “different” from others by enhancing distinctiveness.</li> <li>Engage in business activities that resonate with customers by putting them center-stage</li> <li>Fulfill corporate social responsibilities by contributing to diversifying social needs.</li> </ol> <p><b>Major challenges</b></p> <ul style="list-style-type: none"> <li>Corporate culture reforms</li> <li>Quality enhancement</li> <li>Evolution of the SUBARU difference</li> </ul> <p><small>Note: A progress report on “STEP” was made in May 2021, and content was partially updated.</small></p>

### Consolidated Automobile Unit Sales and Operating Margin



## Consolidated Ten-year Financial Summary

Subaru Corporation and its consolidated subsidiaries  
Years ended March 31

J-GAAP								IFRS						
		'14/3	'15/3	'16/3	'17/3	'18/3	'19/3			'19/3	'20/3	'21/3	'22/3	'23/3
<b>Operating results (for the year)</b>								<b>Operating results (for the year)</b>						
Net sales <sup>*1</sup>	Millions of yen	2,408,129	2,877,913	3,232,258	3,325,992	3,232,695	3,160,514	Revenue	Millions of yen	3,156,150	3,344,109	2,830,210	2,744,520	3,774,468
Cost of sales	Millions of yen	1,728,271	2,017,490	2,187,136	2,386,266	2,442,706	2,561,753	Cost of sales	Millions of yen	2,558,262	2,728,605	2,337,614	2,240,595	3,037,993
Gross profit	Millions of yen	679,858	860,423	1,045,122	939,726	789,989	598,761	Gross profit	Millions of yen	597,888	615,504	492,596	503,925	736,475
Selling, general and administrative expenses <sup>*1</sup>	Millions of yen	353,369	437,378	479,533	528,916	410,542	403,232	Selling, general and administrative expenses	Millions of yen	298,875	308,227	279,867	303,136	342,015
Operating income	Millions of yen	326,489	423,045	565,589	410,810	379,447	195,529	Operating profit	Millions of yen	181,724	210,319	102,468	90,452	267,483
Income before income taxes	Millions of yen	328,865	392,206	619,003	394,695	297,340	195,838	Profit before tax	Millions of yen	186,026	207,656	113,954	106,972	278,366
Net income attributable to owners of parent	Millions of yen	206,616	261,873	436,654	282,354	220,354	147,812	Profit for the period attributable to owners of parent	Millions of yen	141,418	152,587	76,510	70,007	200,431
Depreciation/amortization <sup>*2, *3</sup>	Millions of yen	61,486	71,821	72,938	85,653	102,102	102,749	Depreciation/amortization <sup>*3</sup>	Millions of yen	187,077	192,742	206,317	224,055	239,806
Capital expenditures <sup>*3</sup>	Millions of yen	98,537	135,346	168,338	196,616	193,789	169,960	Capital expenditures <sup>*3</sup>	Millions of yen	274,281	284,669	258,229	244,436	257,950
R&D expenses	Millions of yen	60,092	83,535	102,373	114,215	121,084	102,719	R&D expenditures	Millions of yen	102,719	118,735	101,626	113,752	107,780
<b>Financial position (at year-end)</b>								<b>Financial position (at year-end)</b>						
Net assets	Millions of yen	770,071	1,030,719	1,349,411	1,464,888	1,561,023	1,612,825	Total equity	Millions of yen	1,689,899	1,720,123	1,786,383	1,901,019	2,109,947
Shareholders' equity	Millions of yen	765,544	1,022,417	1,343,732	1,458,664	1,552,844	1,605,291	Equity attributable to owners of parent	Millions of yen	1,682,248	1,712,881	1,777,735	1,890,789	2,100,973
Total assets <sup>*4</sup>	Millions of yen	1,888,363	2,199,714	2,592,410	2,762,321	2,866,474	2,982,725	Total assets	Millions of yen	3,180,597	3,293,908	3,411,712	3,543,753	3,944,150
Ratio of shareholders' equity to total assets <sup>*4</sup>	%	40.5	46.5	51.8	52.8	54.2	53.8	Ratio of equity attributable to owners of parent to total assets	%	52.9	52.0	52.1	53.4	53.3
<b>Cash flows</b>								<b>Cash flows</b>						
Net cash provided by (used in) operating activities	Millions of yen	313,024	311,543	614,256	345,442	366,298	174,006	Net cash provided by (used in) operating activities	Millions of yen	250,732	210,134	289,376	195,651	503,759
Net cash provided by (used in) investing activities	Millions of yen	(33,903)	(172,780)	(255,676)	(254,252)	(150,711)	(158,327)	Net cash provided by (used in) investing activities	Millions of yen	(190,119)	(25,844)	(272,174)	(179,723)	(336,813)
Free cash flow	Millions of yen	279,121	138,763	358,580	91,190	215,587	15,679	Free cash flows	Millions of yen	60,613	184,290	17,202	15,928	166,946
Net cash provided by (used in) financing activities	Millions of yen	(63,011)	(110,546)	(126,190)	(189,044)	(170,937)	(96,617)	Net cash provided by (used in) financing activities	Millions of yen	(141,551)	(15,818)	13,966	(98,502)	(122,307)
<b>Per share</b>								<b>Per share</b>						
Net income (EPS)	Yen	264.76	335.57	559.54	365.77	287.40	192.78	Profit for the period attributable to owners of parent (EPS)	Yen	184.44	198.99	99.77	91.28	261.33
Net assets (BPS)	Yen	980.98	1,310.15	1,721.90	1,902.56	2,025.31	2,093.60	Equity attributable to owners of parent (BPS)	Yen	2,193.97	2,233.76	2,318.17	2,465.41	2,739.27
Dividends	Yen	53	68	144	144	144	144	Dividends	Yen	144	100	56	56	76
<b>Other information</b>								<b>Other information</b>						
Non-consolidated exchange rate	Yen to the U.S. dollar	100	108	121	108	111	111	Non-consolidated exchange rate	Yen to the U.S. dollar	111	109	106	112	135
Number of shares issued	Thousands of shares	782,865	782,865	782,865	769,175	769,175	769,175	Number of shares issued	Thousands of shares	769,175	769,175	769,175	769,175	769,175
Number of shareholders <sup>*5</sup>	Persons	51,386	70,942	79,594	76,471	132,570	133,879	Number of shareholders <sup>*5</sup>	Persons	133,879	145,289	142,890	147,507	139,908
Number of employees (parent only)	Persons	13,034	13,883	14,234	14,708	14,879	15,274	Number of employees (parent only)	Persons	15,274	15,806	16,478	16,961	17,228
Number of employees (consolidated)	Persons	28,545	29,774	31,151	32,599	33,544	34,200	Number of employees (consolidated)	Persons	34,200	35,034	36,070	36,910	37,521
<b>Number of units</b>								<b>Number of units</b>						
Consolidated automobile unit sales <sup>*6</sup>	Thousand units	825	911	958	1,065	1,067	1,000	Consolidated automobile unit sales <sup>*6</sup>	Thousand units	1,001	1,034	860	734	852
Vehicle unit production	Thousand units	813	914	951	1,056	1,050	989	Vehicle unit production	Thousand units	989	1,031	810	727	874
Domestic	Thousand units	650	708	715	721	701	617	Domestic	Thousand units	617	664	525	455	575
Overseas <sup>*7</sup>	Thousand units	164	207	236	335	349	372	Overseas <sup>*7</sup>	Thousand units	372	367	285	272	299

Note: The Subaru Group has voluntarily applied International Financial Reporting Standards (IFRS) since the first quarter of FYE March 2020

\*1 Change of accounting policy effective from FYE March 2019 (deduction of sales incentives from net sales); retroactively applied to the figures for FYE March 2018

\*2 Accompanying a change in accounting policy effective from the FYE March 2019, change of depreciation method for certain tangible fixed assets of the Company and its major domestic consolidated subsidiaries from the declining-balance method to the straight-line method

\*3 Total amount of property, plant and equipment and intangible assets

\*4 Partial Amendments to Accounting Standard for Tax Effect Accounting have been applied from FYE March 2019, and retrospectively applied to the figures for FYE March 2018.

\*5 Number of shares per trading unit: 100 shares

\*6 Automobile unit sales of Subaru Corporation and its consolidated subsidiaries

\*7 U.S. production base Subaru of Indiana Automotive, Inc.



### Financial Information

Please visit the SUBARU website for details about financial information.  
<https://www.subaru.co.jp/en/ir/library/>

## Five-year Unit Sales

Years ended March 31

### Consolidated Automobile Sales by Region

	(Thousand units)				
	'19/3	'20/3	'21/3	'22/3	'23/3
<b>Japan</b>					
Legacy	6.1	4.7	2.6	4.9	7.6
Impreza	47.4	42.9	30.7	22.5	25.0
Forester	32.1	30.1	22.9	23.4	22.8
Levorg	13.2	11.8	20.1	15.0	15.7
WRX	7.1	8.5	2.8	0.2	3.9
Exiga	0.2	—	—	—	—
SUBARU BRZ	1.3	1.2	0.8	5.0	4.1
Solterra	—	—	—	—	0.4
OEM	2.7	2.7	1.9	1.7	1.7
Others	0.1	—	—	—	—
Passenger cars	110.2	101.9	81.9	72.6	81.1
Minicars	26.0	23.9	19.9	16.8	18.5
<b>Japan total</b>	<b>136.2</b>	<b>125.8</b>	<b>101.8</b>	<b>89.4</b>	<b>99.7</b>
<b>U.S.</b>					
Legacy	213.9	197.2	186.3	153.1	178.9
Impreza	197.0	196.5	173.6	149.7	193.9
Forester	155.6	200.5	176.2	121.9	116.1
WRX	26.5	21.0	18.7	20.2	28.3
Ascent	63.1	84.6	54.9	58.8	68.0
SUBARU BRZ	3.7	1.8	2.0	2.6	3.4
Solterra	—	—	—	—	3.2
<b>U.S. total</b>	<b>659.7</b>	<b>701.6</b>	<b>611.6</b>	<b>506.3</b>	<b>591.8</b>
<b>Canada</b>					
Legacy	13.3	13.0	9.7	11.4	11.6
Impreza	22.1	25.7	24.0	24.5	16.5
Forester	12.5	14.8	10.4	7.3	8.0
WRX	4.1	2.5	2.6	2.6	2.6
Ascent	4.1	4.0	2.7	2.7	3.4
SUBARU BRZ	0.7	0.4	0.3	0.6	0.5
Solterra	—	—	—	—	0.6
<b>Canada total</b>	<b>56.8</b>	<b>60.4</b>	<b>49.7</b>	<b>49.1</b>	<b>43.1</b>
<b>Europe</b>					
Legacy	6.5	8.8	3.2	6.0	6.0
Impreza	14.9	13.2	5.9	5.9	8.8
Forester	9.1	12.7	4.3	3.1	5.4
Levorg	0.8	1.9	0.1	0.0	0.0
WRX	0.3	—	0.0	—	—
SUBARU BRZ	0.5	0.4	0.2	0.0	0.3
Solterra	—	—	—	—	2.7
<b>Europe total</b>	<b>32.1</b>	<b>37.0</b>	<b>13.7</b>	<b>15.0</b>	<b>23.3</b>
<b>Australia</b>					
Legacy	10.6	8.0	7.2	9.2	11.5
Impreza	16.7	16.1	9.8	12.2	13.7
Forester	12.2	16.9	12.3	10.5	13.5
Levorg	0.3	0.3	0.2	0.1	0.9
WRX	1.5	1.3	1.5	0.8	2.7
SUBARU BRZ	0.4	0.5	0.4	0.4	1.5
<b>Australia total</b>	<b>41.7</b>	<b>43.1</b>	<b>31.4</b>	<b>33.2</b>	<b>43.9</b>

\* Legacy sales figures include sales of the Outback model.

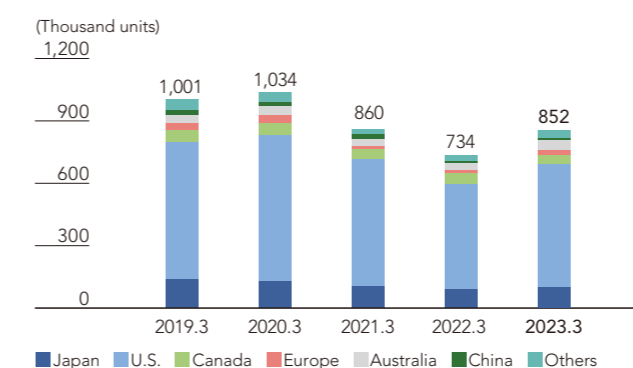
\* Impreza sales figures include sales of the SUBARU XV and Crosstrek models.

	(Thousand units)				
	'19/3	'20/3	'21/3	'22/3	'23/3
<b>China</b>					
Legacy	3.8	2.7	4.9	3.9	1.1
Impreza	3.8	1.6	2.2	1.1	0.4
Forester	15.2	15.6	17.4	8.8	4.9
SUBARU BRZ	—	0.8	0.0	0.1	3.8
<b>China total</b>	<b>22.8</b>	<b>20.6</b>	<b>24.5</b>	<b>13.9</b>	<b>10.1</b>
<b>Other regions</b>					
Legacy	5.7	3.4	2.2	4.5	4.7
Impreza	20.6	16.0	9.9	10.6	14.8
Forester	22.2	23.5	14.0	10.9	17.3
Levorg	1.1	0.9	0.2	0.0	0.3
WRX	1.4	1.2	0.4	0.3	1.2
Ascent	—	0.0	0.7	0.5	0.9
SUBARU BRZ	0.3	0.3	0.1	0.3	1.3
Solterra	—	—	—	—	0.1
<b>Other regions total</b>	<b>51.4</b>	<b>45.3</b>	<b>27.5</b>	<b>27.2</b>	<b>40.5</b>
<b>Overseas total</b>	<b>864.6</b>	<b>908.0</b>	<b>758.4</b>	<b>644.6</b>	<b>752.7</b>
<b>Global total</b>	<b>1,000.8</b>	<b>1,033.9</b>	<b>860.2</b>	<b>734.1</b>	<b>852.4</b>

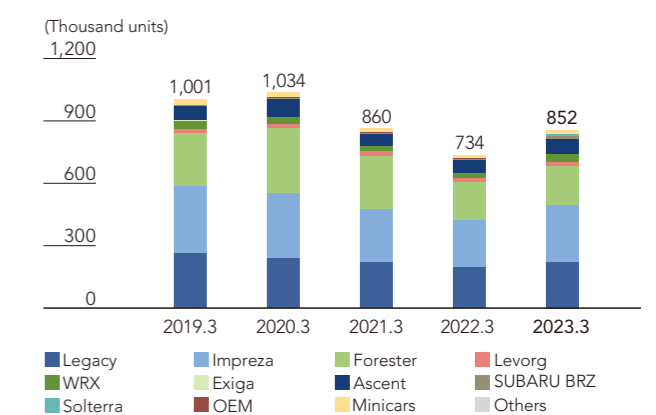
### Consolidated Automobile Sales by Model

	(Thousand units)				
	'19/3	'20/3	'21/3	'22/3	'23/3
Legacy	259.9	237.8	216.1	193.0	221.4
Impreza	322.5	312.0	256.1	226.5	273.1
Forester	258.8	314.1	257.5	185.9	187.9
Levorg	15.4	15.0	20.5	15.2	17.0
WRX	41.0	34.4	26.1	24.1	38.7
Exiga	0.2	—	—	—	—
Ascent	67.2	88.6	58.3	62.1	72.3
SUBARU BRZ	6.9	5.4	3.9	8.9	14.8
Solterra	—	—	—	—	7.0
OEM	2.7	2.7	1.9	1.7	1.7
Minicars	26.0	23.9	19.9	16.8	18.5
Others	0.1	—	—	—	—
<b>Global total</b>	<b>1,000.8</b>	<b>1,033.9</b>	<b>860.2</b>	<b>734.1</b>	<b>852.4</b>

### Consolidated Automobile Sales by Region



### Consolidated Automobile Sales by Model



\*Automobile sales of Subaru Corporation and its consolidated subsidiaries

\*Automobile sales of Subaru Corporation and its consolidated subsidiaries

### Other Financial Information

The summary of consolidated financial results and presentation materials for results briefings are published in the Investor Relations section of the SUBARU website.  
<https://www.subaru.co.jp/en/ir/>

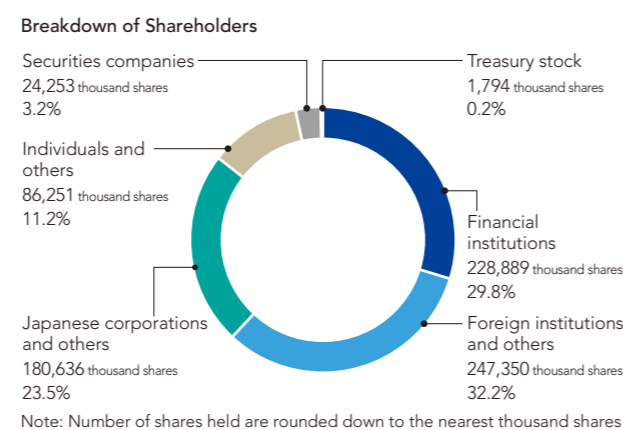
## Corporate Data

### Corporate Data (As of March 31, 2023)

<b>Company Name</b>	SUBARU CORPORATION	<b>Head Office</b>	Ebisu Subaru Bldg. 1-20-8, Ebisu, Shibuya-ku, Tokyo, Japan
<b>Established</b>	July 15, 1953	<b>Number of Affiliates</b>	95 (87 subsidiaries, 7 affiliated companies, and 1 other affiliated company)
<b>Paid-In Capital</b>	¥153,795 million	<b>Number of Employees</b>	17,228 (consolidated: 37,521) (excluding executive officers, advisors and transferred employees)
<b>Fiscal Year-End</b>	March 31	<b>Website</b>	Corporate website: <a href="https://www.subaru.co.jp/en/">https://www.subaru.co.jp/en/</a>
<b>Accounting Auditors</b>	KPMG AZSA LLC	<b>Addresses</b>	Investor information website: <a href="https://www.subaru.co.jp/en/ir/">https://www.subaru.co.jp/en/ir/</a>
<b>Main Businesses</b>	<b>Automotive:</b> The manufacture, sale, and repair of passenger cars and their components  <b>Aerospace:</b> The manufacture, sale, and repair of airplanes, aerospace-related machinery, and their components		

### Stock Information (As of March 31, 2023)

<b>Common Stock Authorized</b>	1,500,000,000 shares
<b>Common Stock Issued</b>	769,175,873 shares
<b>Number of Shareholders</b>	139,908
<b>Number of Shares per Trading Unit</b>	100 shares
<b>Stock Exchange Listing</b>	Tokyo Stock Exchange (Prime Market)
<b>Securities Code</b>	7270
<b>Transfer Agent and Account Management Institution of Special Accounts</b>	Mizuho Trust & Banking Co., Ltd. 3-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8241, Japan Tel: 0120-288-324 (toll free)



### Major Shareholders

Name		Number of Shares Held (in thousands)	Percentage of Total Shares Held
Toyota Motor Corporation	1 Toyota-Cho, Toyota City, Aichi Prefecture, Japan	153,600	20.02
The Master Trust Bank of Japan, Ltd. (Trust account)	2-11-3 Hamamatsucho, Minato-ku, Tokyo, Japan	115,024	14.99
Custody Bank of Japan, Ltd. (Trust account)	1-8-12 Harumi, Chuo-ku, Tokyo, Japan	47,682	6.21
STATE STREET BANK AND TRUST COMPANY 505103	P.O. BOX 351 BOSTON MASSACHUSETTS 02101 U.S.A.	11,128	1.45
STATE STREET BANK WEST CLIENT - TREATY 505234	1776 HERITAGE DRIVE, NORTH QUINCY, MA 02171, U.S.A.	10,198	1.33
MIZUHO SECURITIES ASIA LIMITED-CLIENT A/C	12TH FLOOR, CHATER HOUSE, 8 CONNAUGHT ROAD, CENTRAL, HONG KONG	10,165	1.32
Mizuho Bank, Ltd.	1-5-5 Otemachi, Chiyoda-ku, Tokyo, Japan	10,078	1.31
SSBTC CLIENT OMNIBUS ACCOUNT	ONE LINCOLN STREET, BOSTON MA USA 02111	9,287	1.21
Sompo Japan Insurance Inc.	1-26-1 Nishishinjuku, Shinjuku-ku, Tokyo, Japan	8,267	1.08
JP MORGAN CHASE BANK 385781	25 BANK STREET, CANARY WHARF, LONDON, E14 5JP, UNITED KINGDOM	8,035	1.05

Note 1: Number of shares held are rounded down to the nearest thousand shares

Note 2: The percentage of total shares held is calculated based on the number of shares excluding treasury stock of 1,794,065 shares