



SUBARU

Presentation of Business Results for the 3rd quarter of FYE 2012 Fuji Heavy Industries Ltd.

February 3, 2012

A Summary of Business Results

9 months : Consolidated Automobile Sales

(thousand units)

		<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
	Passenger Car	49.7	51.9	+2.1
	Minicar	68.4	61.9	-6.5
Domestic Total		118.2	113.8	-4.4
	U.S.	203.9	188.6	-15.3
	Canada	22.9	18.8	-4.2
	Russia	7.3	11.1	+3.8
	Europe	36.0	24.3	-11.7
	Australia	32.7	24.1	-8.6
	China	45.2	37.6	-7.6
	Others	21.8	13.6	-8.1
Overseas Total		369.8	318.1	-51.7
Total		488.0	431.9	-56.1

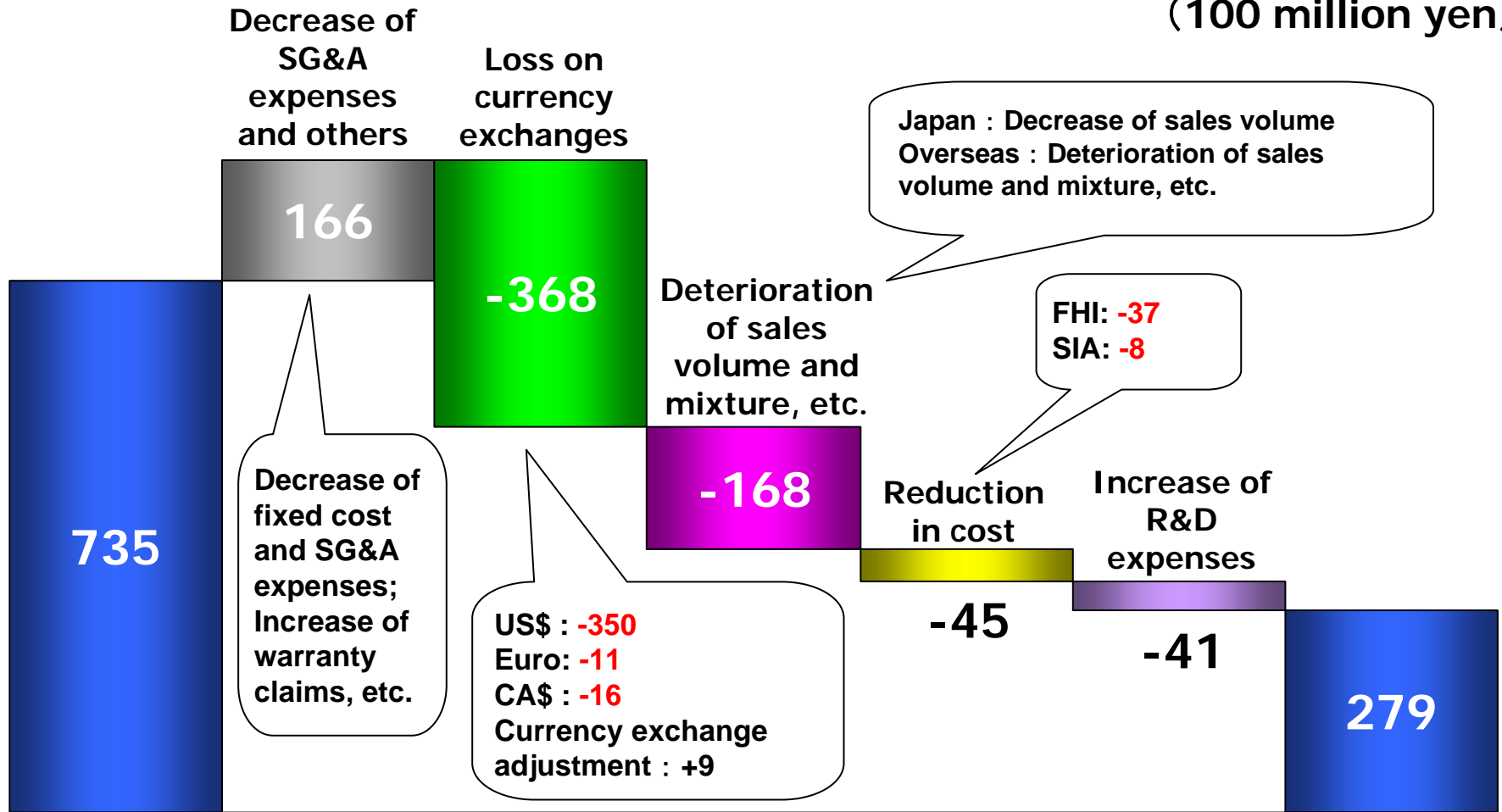
9 months : Consolidated Statements of Income

(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Net Sales	11,746	10,294	-1,452
Domestic	3,498	3,375	-123
Overseas	8,248	6,919	-1,329
Operating Income	735	279	-456
Ordinary Income	748	287	-461
Income Before Income Taxes and Minority Interests	723	470	-252
Net Income	584	368	-217
FHI Exchange Rate	¥87/US\$	¥79/US\$	-¥8/US\$

9 months : Analysis of Increase and Decrease in Operating Income Changes (consolidated)

(100 million yen)



Operating Income
9 months
FYE March 2011

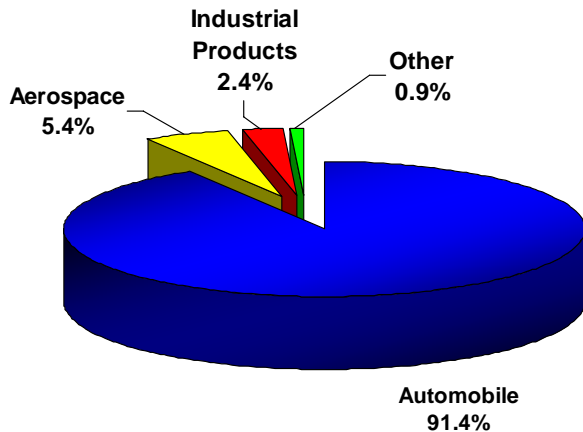


Operating Income
9 months
FYE March 2012

9 months : Net Sales by Business Segment (consolidated)

(100 million yen)

Percentage of total sales



	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Automobile	10,863	9,404	-1,460
Aerospace	542	551	+9
Industrial Products	229	251	+22
Other	111	88	-24
Total	11,746	10,294	-1,452

9 months : Operating Income by Business Segment (consolidated)

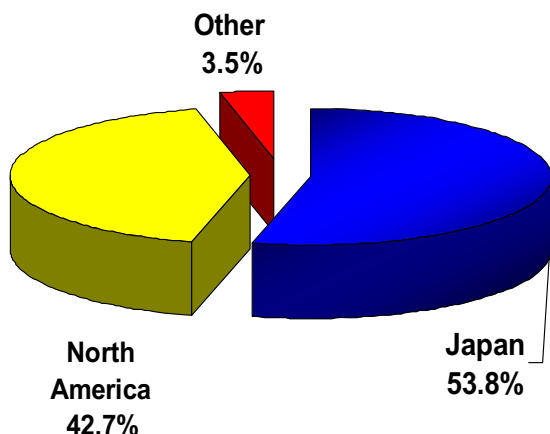
(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Automobile	719	252	-467
Aerospace	-3	15	+19
Industrial Products	1	5	+3
Other	18	7	-11
Elimination and Corporate	0	-1	-1
Total	735	279	-456

9 months : Net sales by Geographic Area (consolidated) <Appendix>

(100 million yen)

Percentage of total sales



	Actual Results 9 months FYE March 2011	Actual Results 9 months FYE March 2012	Increase/ Decrease
Japan	6,226	5,542	-684
North America	5,090	4,393	-696
Other	430	358	-72
Total	11,746	10,294	-1,452

9 months : Operating Income by Geographic Area (consolidated) <Appendix>

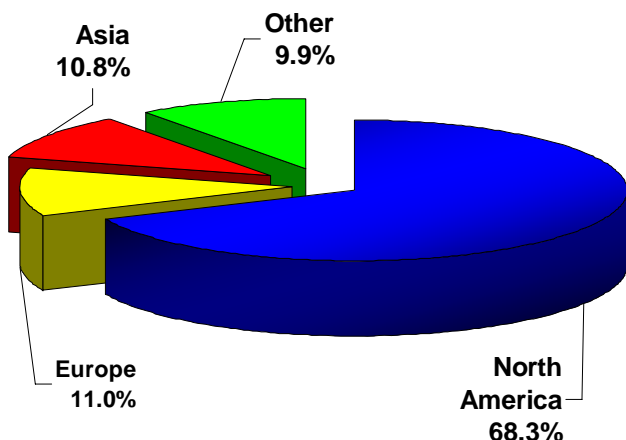
(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Japan	517	62	-455
North America	295	179	-116
Other	4	6	+2
Elimination and Corporate	-82	32	+114
Total	735	279	-456

9 months : Overseas Net Sales <Appendix>

(100 million yen)

Percentage of total sales



	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
North America	5,394	4,723	-670
Europe	930	764	-166
Asia	969	748	-221
Other	955	683	-272
Total	8,248	6,919	-1,329



Operating Results of Subsidiaries in U.S.

(million US\$)

SOA	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Net Sales	\$4,928	\$4,724	-204
Operating Income	183	132	-51
Net Income	110	86	-24
Retail Sales (thousand units)	205.4	199.0	-6.4

SIA	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Net Sales	\$2,708	\$2,664	-44
Operating Income	105	32	-73
Net Income	64	21	-43
Subaru Production (thousand units)	120.6	117.6	-3.0

Non-Operating Income & Expenses

(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Non-Operating Income	98	70	-29
Interest & dividends income	14	14	+0
Equity in earnings of affiliates	26	12	-14
Non-Operating Expenses	85	61	-24
Interest expenses	36	29	-7
Net	13	9	-4
Financial Revenue and Expenditure	-22	-15	+8
FOREX Effects	16	25	+9
Net of gain and loss on valuation of derivatives	40	15	-26
Net of FOREX gains and losses	-25	10	+35

Extraordinary Income & Expenses

(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Extraordinary Income	20	272	+252
Gain on sales noncurrent assets	5	265	+259
Other	15	7	-7
Extraordinary Loss	45	88	+44
Loss on sales and retirement of noncurrent assets	8	9	+0
Impairment loss	8	1	-8
Loss on disaster	-	73	+73
Loss on prior periods adjustment	13	-	-13
Other	15	7	-8
Net	-25	183	+208

Consolidated Balance Sheets

(100 million yen)

	As of March 31, 2011	As of December 31, 2011	Increase/ Decrease
Total Assets	11,883	12,865	+982
Current Assets	6,103	7,282	+1,178
Noncurrent Assets	5,780	5,584	-197
Interest Bearing Debts	3,306	3,688	+382
Net Assets	4,140	4,352	+212
Retained Earnings	1,569	1,867	+298
Shareholder's Equity	4,127	4,338	+212
Shareholder's Equity to Total Assets	34.7%	33.7%	-1.0%
D/E ratio	0.80	0.85	+0.05

9 months : Consolidated Statement of Cash Flows

(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Net Cash Provided by (used in) Operating Activities	779	-5	-784
Net Cash Provided by (used in) Investing Activities	-383	-37	+346
Free Cash Flows	397	-42	-438
Net Cash Provided by (used in) Financing Activities	-524	307	+831
Effect of Exchange Rate Change on Cash and Cash Equivalents	-125	-62	+62
Net Increase (Decrease) in Cash and Cash Equivalents	-252	203	+455
Cash and Cash equivalents at End of Period	1,663	2,480	+818

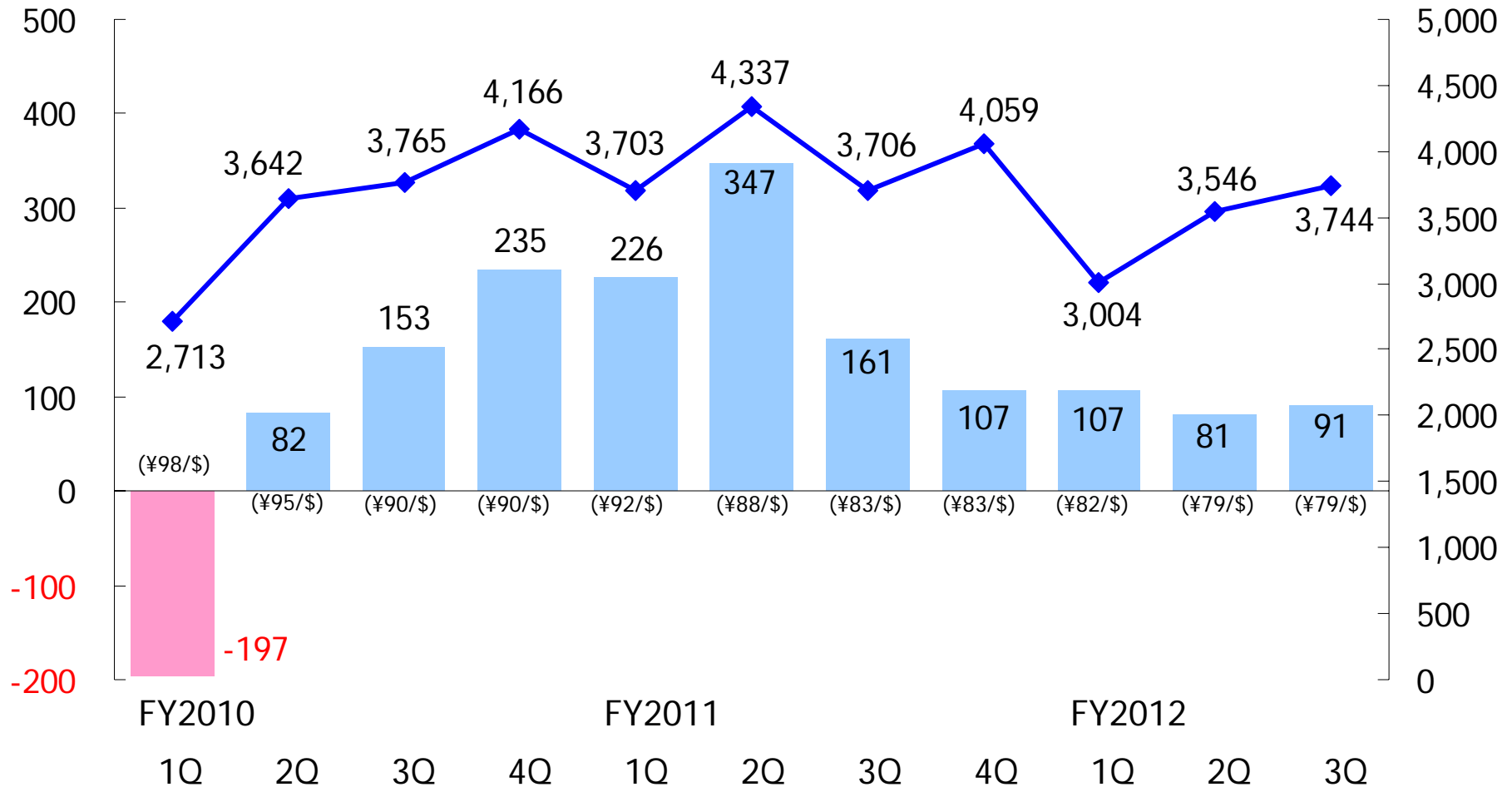
Net Sales & Operating Income <Appendix>

Operating Income

(100 million yen)

Net Sales

(100 million yen)

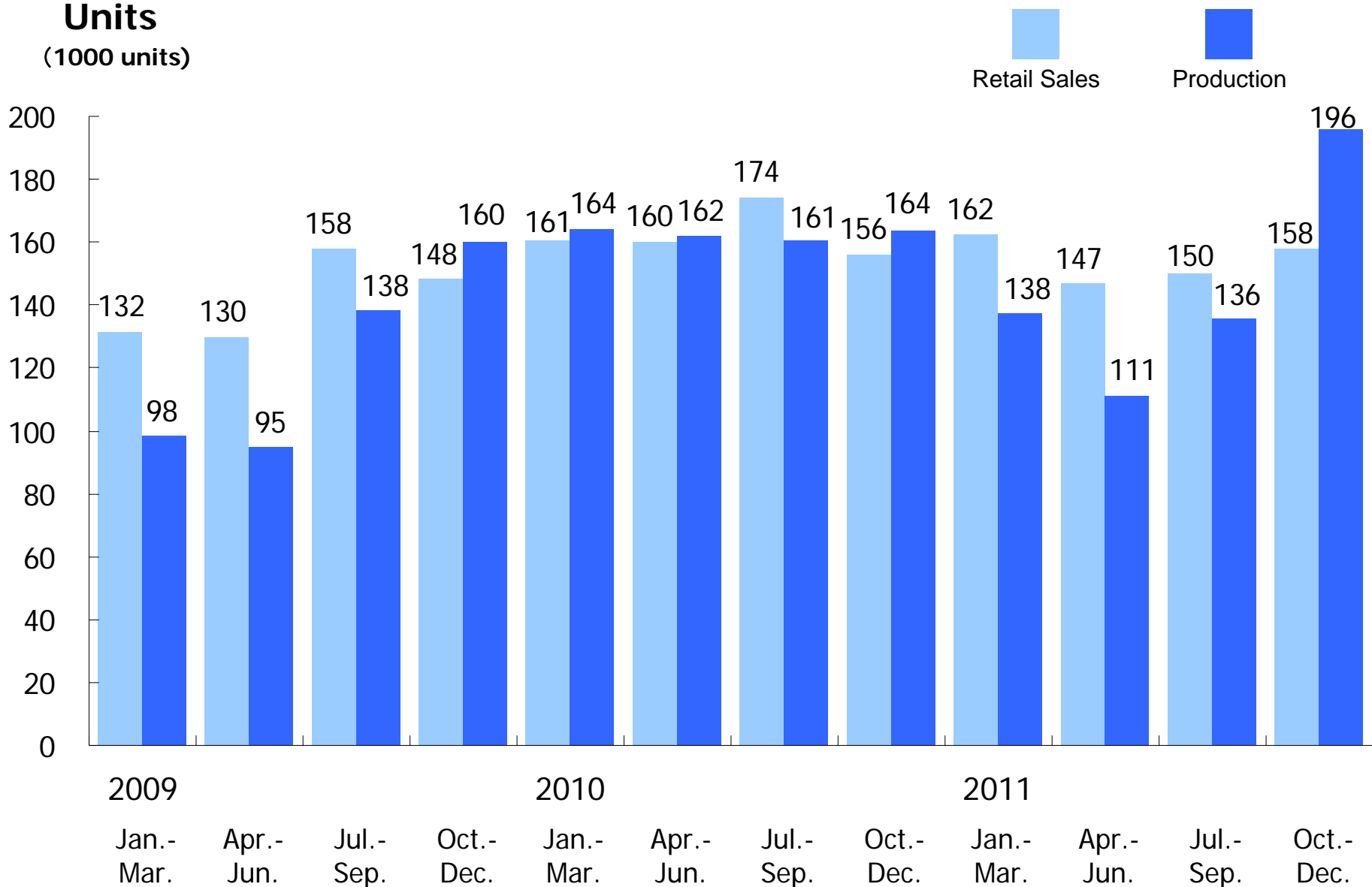




Retail Sales & Complete Cars Production <Appendix>

Units

(1000 units)

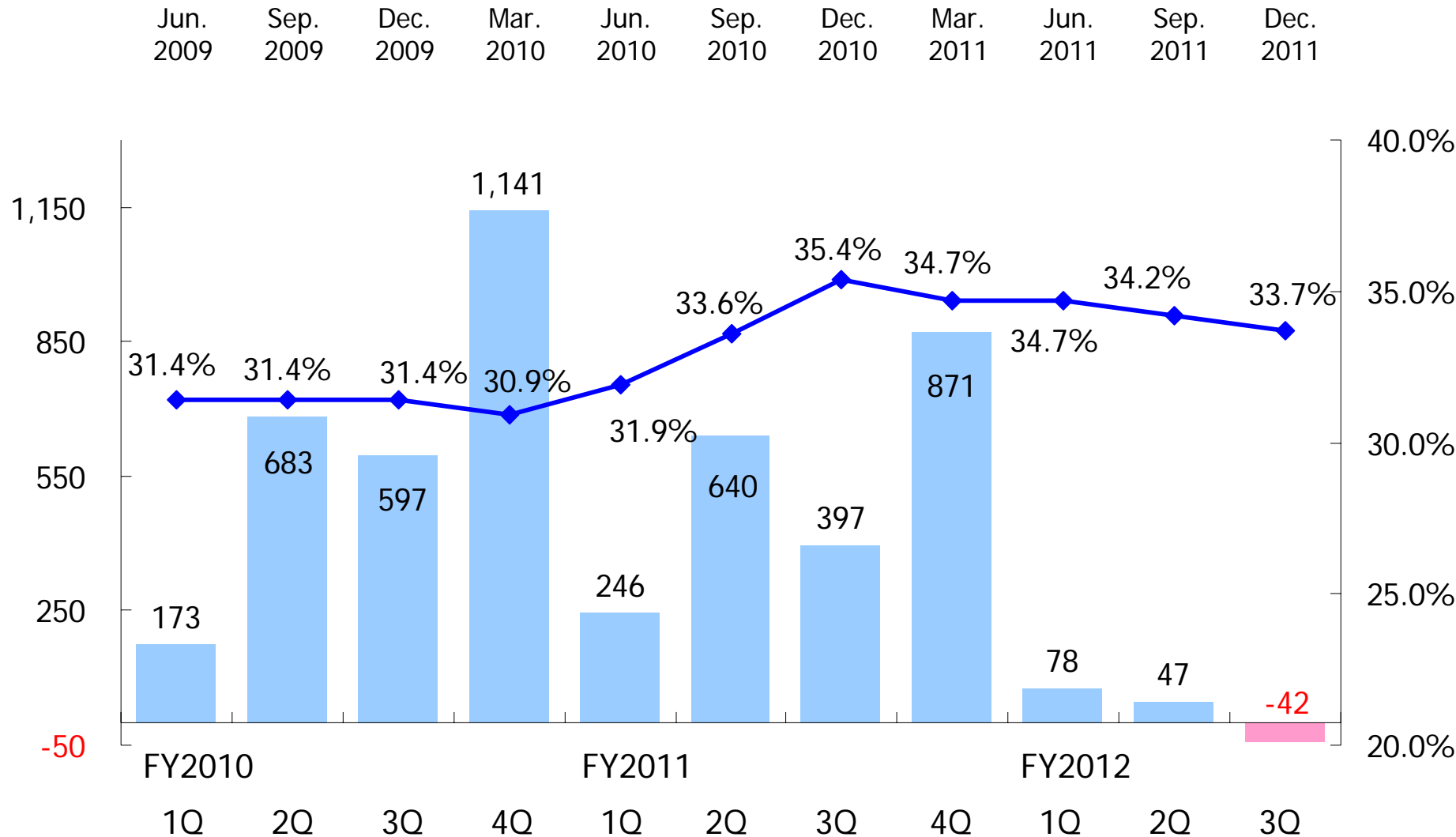




Free Cash Flows & Shareholders' Equity to Total Assets <Appendix>

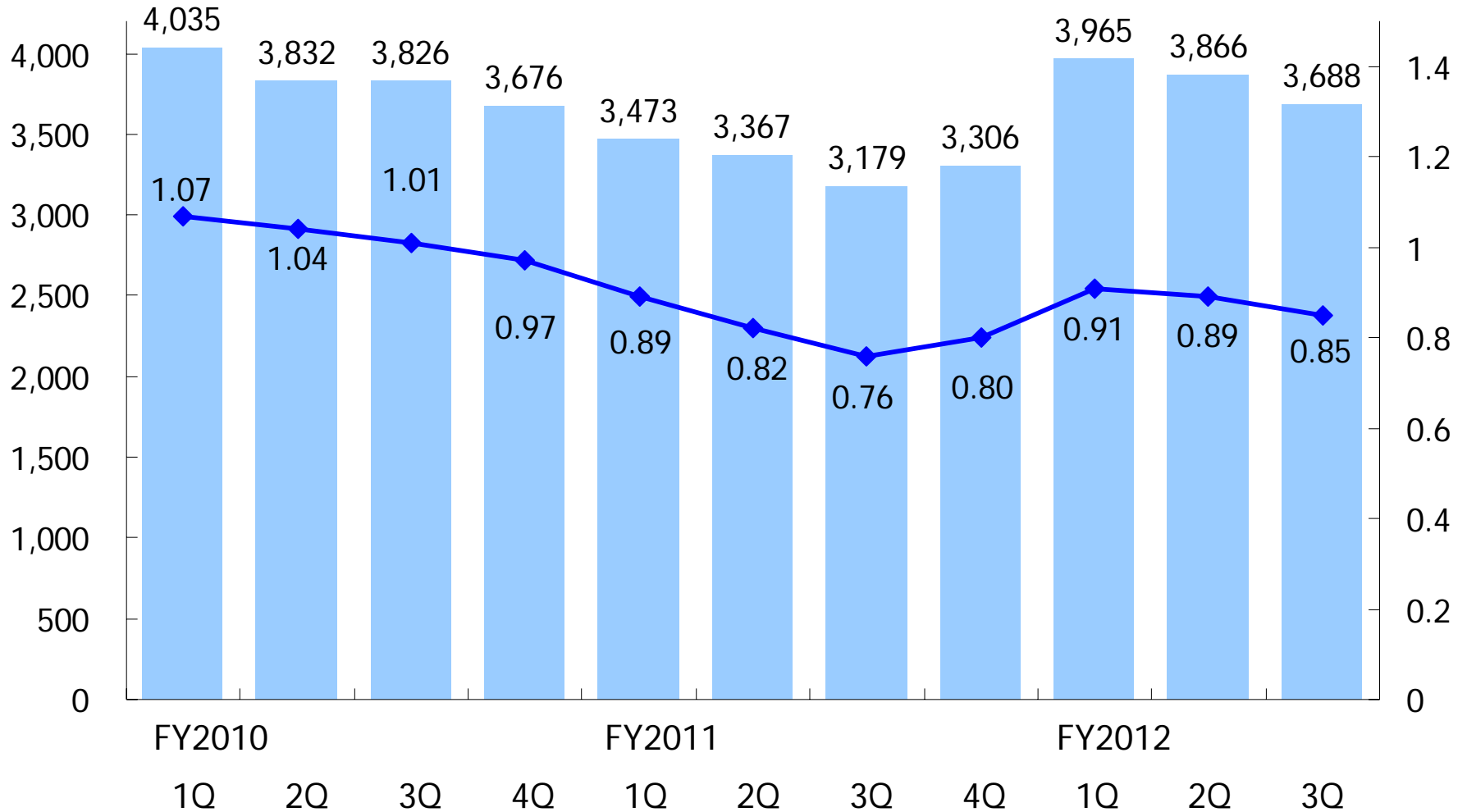
FCF in bar graph
(100 million yen)

Shareholders' Equity to Total Assets in line graph



Interest Bearing Debts
(100 million yen)

D/E ratio



(thousand units)

	<u>Actual Results</u> 9 months FYE March 2011	<u>Actual Results</u> 9 months FYE March 2012	Increase/ Decrease
Domestic Production	365.3	325.1	-40.2
Domestic Sales	125.1	125.9	+0.8
Passenger Car	53.9	57.4	+3.5
Minicar	71.2	68.5	-2.7
Number of Vehicles Exported	251.3	219.6	-31.7
Components for Overseas Production	127.2	126.2	-1.1
Total	503.6	471.7	-32.0

(thousand units)

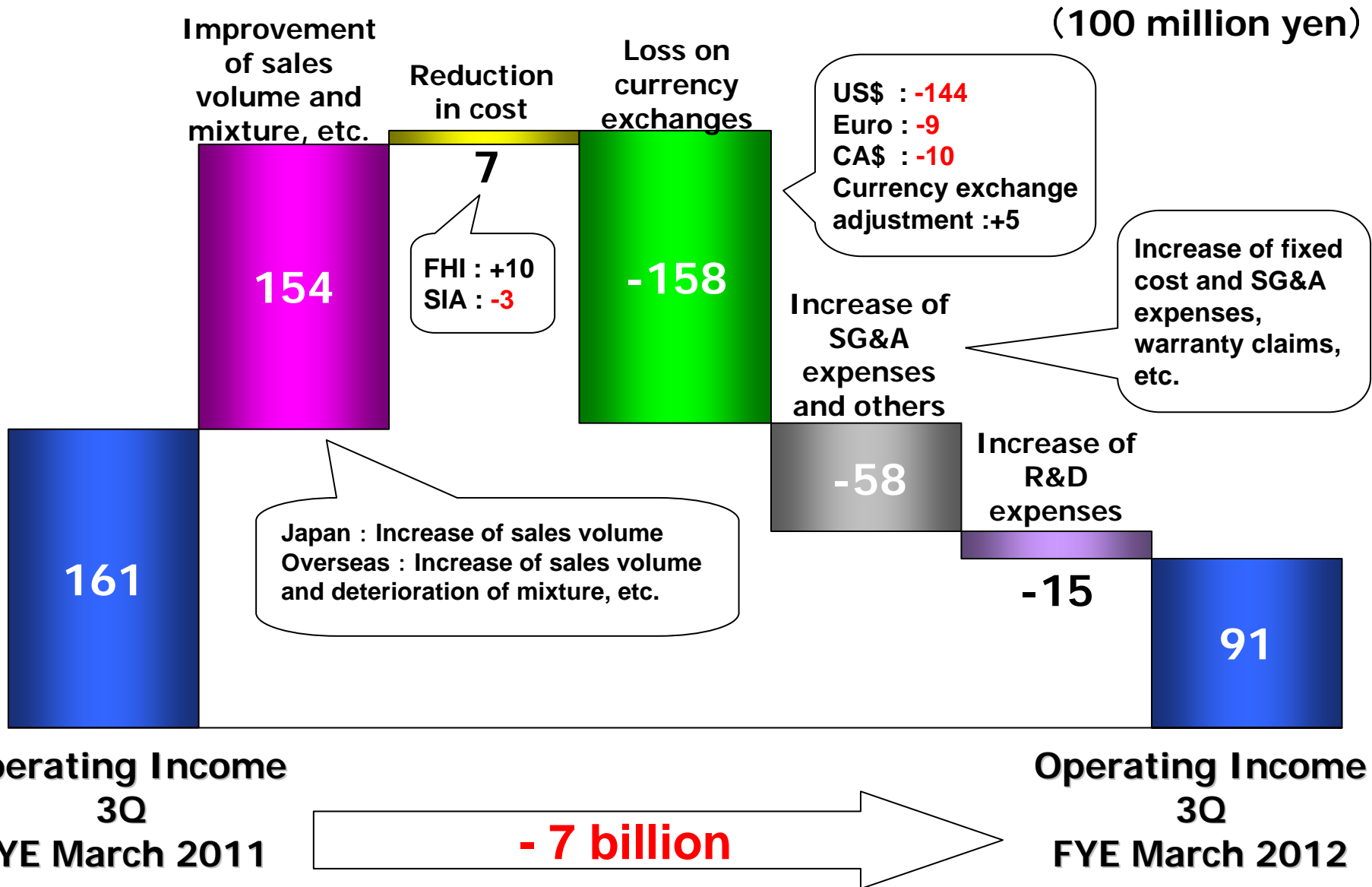
		<u>Actual Results</u> 3Q FYE March 2011	<u>Actual Results</u> 3Q FYE March 2012	Increase/ Decrease
	Passenger Car	12.0	16.0	+4.0
	Minicar	17.6	25.2	+7.5
Domestic Total		29.7	41.2	+11.5
	U.S.	74.8	75.1	+0.3
	Canada	8.0	4.1	-3.9
	Russia	2.6	5.5	+2.9
	Europe	11.4	9.7	-1.6
	Australia	11.2	7.7	-3.5
	China	13.2	18.7	+5.5
	Others	6.0	3.9	-2.1
Overseas Total		127.2	124.8	-2.4
Total		156.8	166.0	+9.2

3rd Quarter : Consolidated Operating <Appendix>

(100 million yen)

	<u>Actual Results</u> 3Q FYE March 2011	<u>Actual Results</u> 3Q FYE March 2012	Increase/ Decrease
Net Sales	3,706	3,744	+38
Domestic	979	1,130	+151
Overseas	2,728	2,614	-114
Operating Income	161	91	-70
Ordinary Income	160	72	-88
Income Before Income Taxes and Minority Interests	166	69	-97
Net Income	138	40	-98
FHI Exchange Rate	¥83/US\$	¥77/US\$	-¥6/US\$

3rd Quarter : Analysis of Increase and Decrease in Operating Income Changes (consolidated) <Appendix>



Outlook for the term Ending March 2012

Full Year : Consolidated Automobile Sales Plan

(thousand units)

		<u>Actual Results</u> FYE March 2011	<u>Plan</u> FYE March 2012	Increase/ Decrease
	Passenger Car	68.1	74.1	+6.0
	Minicar	90.0	92.9	+3.0
Domestic Total		158.1	167.0	+8.9
	U.S.	279.0	280.6	+1.6
	Canada	28.1	28.2	+0.2
	Russia	11.3	16.1	+4.8
	Europe	48.2	38.0	-10.2
	Australia	41.2	37.2	-3.9
	China	62.4	55.2	-7.2
	Others	28.7	18.5	-10.2
Overseas Total		498.9	473.9	-25.0
Total		657.0	640.9	-16.1

Full Year : Consolidated Operating Plan

(100 million yen)

	<u>Actual Results</u> FYE March 2011	<u>Plan</u> FYE March 2012	Increase/ Decrease
Net Sales	15,806	15,000	-806
Domestic	4,673	4,750	+77
Overseas	11,132	10,250	-882
Operating Income	841	380	-461
Ordinary Income	822	370	-452
Income Before Income Taxes and Minority Interests	632	530	-102
Net Income	503	410	-93
FHI Exchange Rate	¥86/US\$	¥78/US\$	-¥8/US\$

Full Year : Analysis of Increase and Decrease in Operating Income Changes (consolidated)

(100 million yen)

Decrease of fixed cost, SG&A expenses, warranty claims, etc.

Decrease of SG&A expenses and others

Loss on currency exchanges

Japan : Increase of sales volume and deterioration of mixture
Overseas : Deterioration of sales volume and mixture, etc.

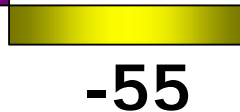
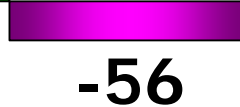
FHI : -45
SIA : -10

Deterioration of sales volume and mixture, etc.

Reduction in cost

Increase of R&D expenses

US\$: -412
Euro : -19
CA\$: -23
Currency exchange adjustment : +3



Operating Income
FYE March 2011

- 46.1 billion

Plan
Operating Income
FYE March 2012

Operating Plans of Subsidiaries in U.S.

(million US\$)

SOA	<u>Actual Results</u> FYE March 2011	<u>Plan</u> FYE March 2012	Increase/ Decrease
Net Sales	\$6,758	\$6,938	+180
Operating Income	116	90	-26
Net Income	83	61	-22
Retail Sales (thousand units)	272.5	276.8	+4.3

SIA	<u>Actual Results</u> FYE March 2011	<u>Plan</u> FYE March 2012	Increase/ Decrease
Net Sales	\$3,748	\$3,841	+93
Operating Income	94	77	-17
Net Income	57	46	-11
Subaru Production (thousand units)	164.8	170.1	+5.3

Capex / Depreciation / R&D <Appendix>

(100 million yen)

	<u>Actual Results</u> 9 months FYE 2011	<u>Actual Results</u> FYE 2011 (a)	<u>Actual Results</u> 9 months FYE 2012	<u>Plan</u> FYE 2012 (b)	Increase / Decrease (b) – (a)
Capex	293	431	392	600	+169
Depreciation	366	498	389	550	+52
R&D	316	429	356	480	+51
Interest Bearing Debt	3,179	3,306	3,688	3,500	+194

(thousand units)

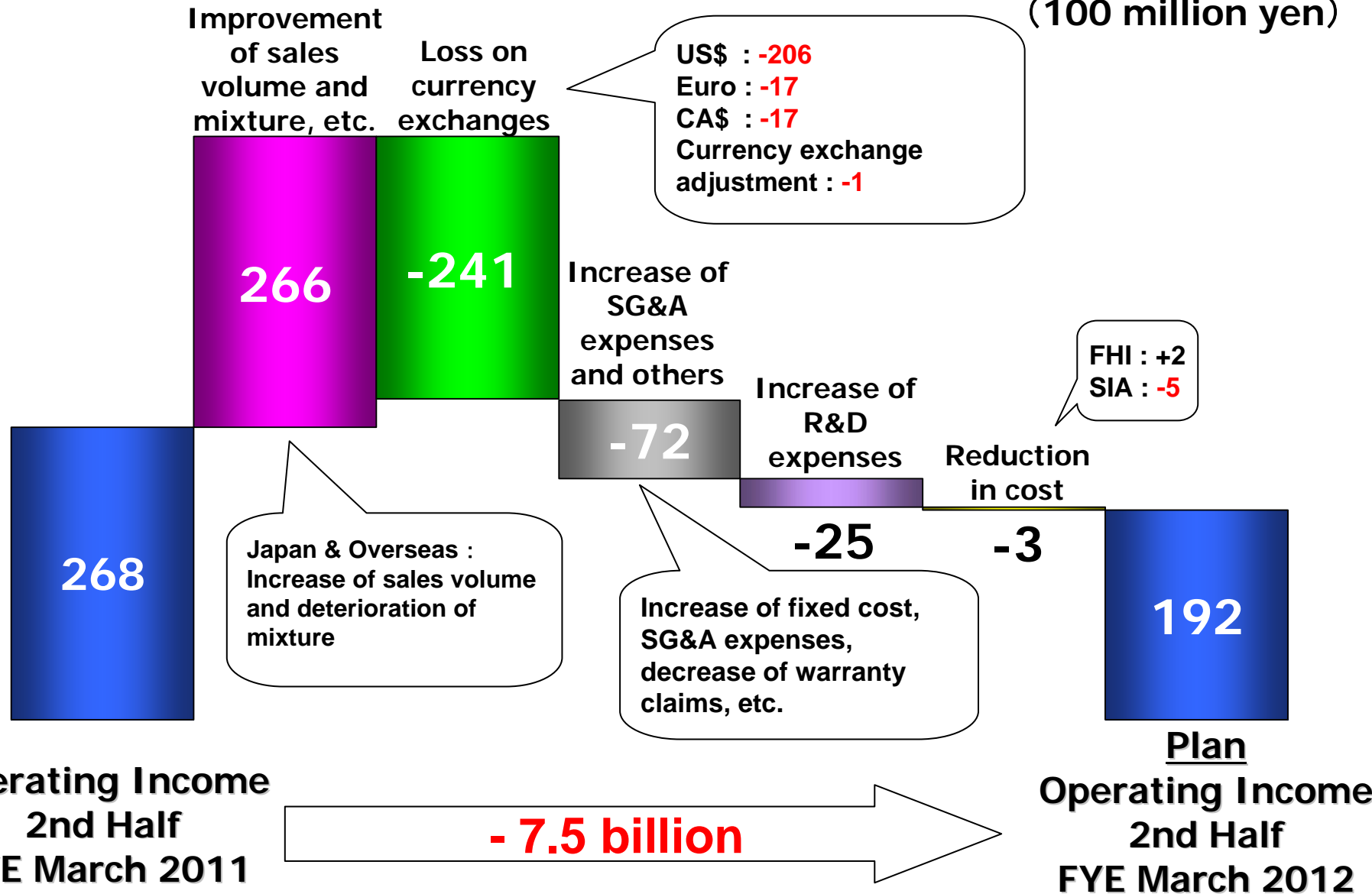
		<u>Actual Results</u> 2nd Half FYE March 2011	<u>Plan</u> 2nd Half FYE March 2012	Increase/ Decrease
	Passenger Car	30.4	38.2	+7.8
	Minicar	39.2	56.2	+17.0
Domestic Total		69.6	94.4	+24.8
	U.S.	149.8	167.1	+17.2
	Canada	13.1	13.6	+0.5
	Russia	6.6	10.5	+3.9
	Europe	23.6	23.5	-0.2
	Australia	19.7	20.9	+1.2
	China	30.4	36.3	+5.9
	Others	12.9	8.8	-4.2
Overseas Total		256.2	280.5	+24.3
Total		325.8	374.9	+49.1

(100 million yen)

	Actual Results 2nd Half FYE March 2011	Plan 2nd Half FYE March 2012	Increase/ Decrease
Net Sales	7,766	8,450	+684
Domestic	2,153	2,505	+351
Overseas	5,612	5,945	+333
Operating Income	268	192	-75
Ordinary Income	234	154	-80
Income Before Income Taxes and Minority Interests	75	128	+53
Net Income	58	82	+25
FHI Exchange Rate	¥83/US\$	¥77/US\$	-¥6/US\$

2nd Half : Analysis of Increase and Decrease in Operating Income Changes (consolidated) <Appendix>

(100 million yen)



<Appendix>

Difference from Previous Outlook within 2Q

Full Year : Consolidated Automobile Sales Plan vs. Actual Results <Appendix>

(thousand units)

		<u>Previous Plan</u> FYE March 2012	<u>Revised Plan</u> FYE March 2012	Increase/ Decrease
	Passenger Car	72.6	74.1	+1.5
	Minicar	96.1	92.9	-3.2
Domestic Total		168.7	167.0	-1.7
	U.S.	281.6	280.6	-1.0
	Canada	27.2	28.2	+1.0
	Russia	15.0	16.1	+1.2
	Europe	37.4	38.0	+0.7
	Australia	36.5	37.2	+0.7
	China	55.1	55.2	+0.0
	Others	23.1	18.5	-4.6
Overseas Total		475.8	473.9	-2.0
Total		644.5	640.9	-3.7

Full Year : Consolidated Statement of Income

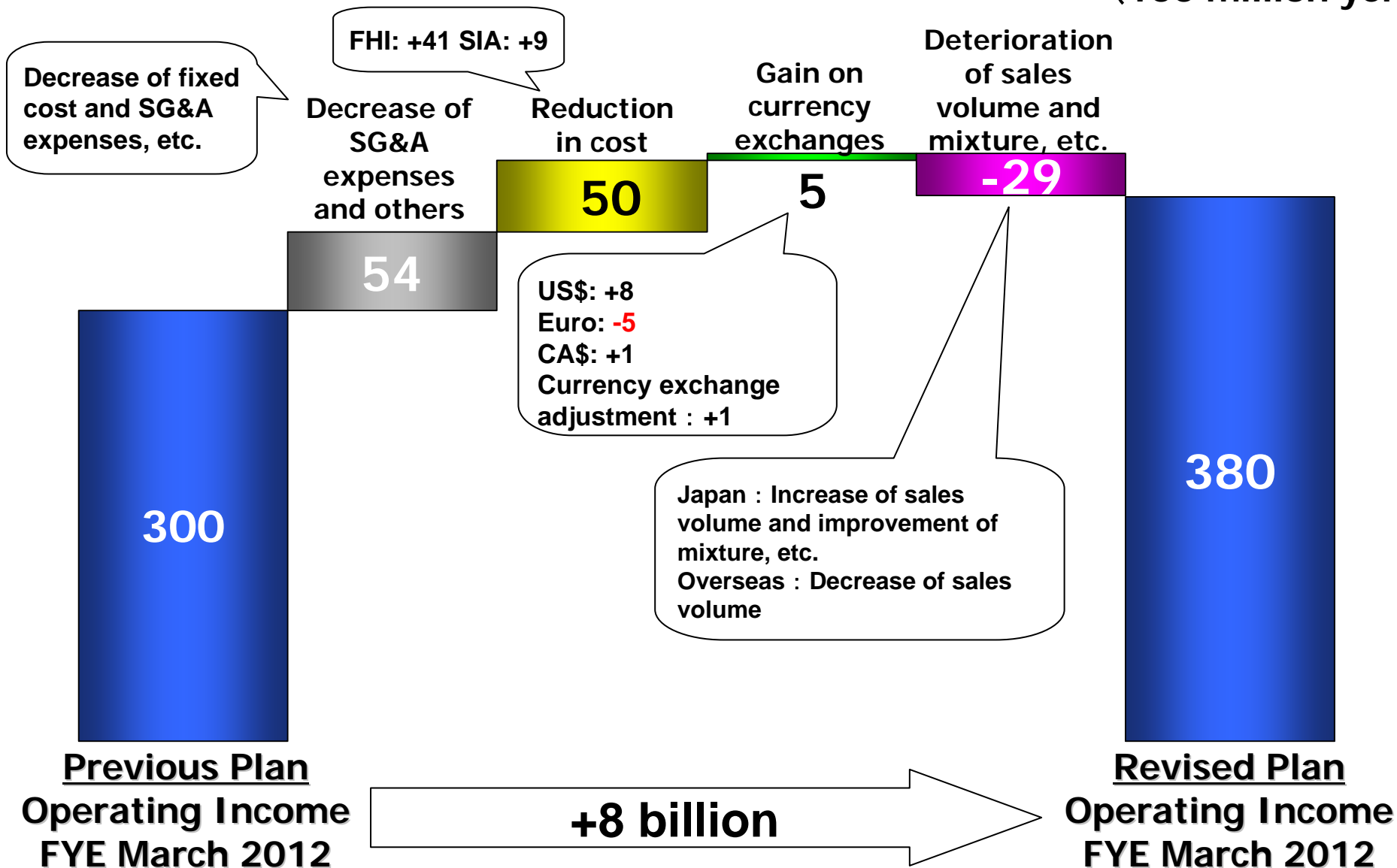
Previous Plan vs. Revised Plan <Appendix>

(100 million yen)

	<u>Previous Plan</u> FYE March 2012	<u>Revised Results</u> FYE March 2012	Increase/ Decrease
Net Sales	14,800	15,000	+200
Domestic	4,700	4,750	+50
Overseas	10,100	10,250	+150
Operating Income	300	380	+80
Ordinary Income	290	370	+80
Income Before Income Taxes and Minority Interests	460	530	+70
Net Income	360	410	+50
FHI Exchange Rate	¥78/US\$	¥78/US\$	±¥0/US\$

Full Year : Analysis of Increase and Decrease in Operating Income Changes Previous Plan vs. Revised Plan <Appendix>

(100 million yen)





Thank you !