



SUBARU

Presentation of business results for the 3rd quarter of FYE 2011 Fuji Heavy Industries Ltd.

February 4, 2011

A Summary of Business Results



9 months : Consolidated Automobile Sales

(Thousand Units)

		<u>Actual Results</u> 9 months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase /Decrease
	Passenger Car	50.1	49.7	-0.4
	Minicar	68.8	68.4	-0.3
Domestic Total		118.9	118.2	-0.7
	U.S.	160.8	203.9	+43.1
	Canada	17.7	22.9	+5.2
	Russia	0.5	7.3	+6.8
	Europe	27.1	36.0	+8.9
	Australia	24.8	32.7	+7.9
	China	34.8	45.2	+10.4
	Others	12.7	21.8	+9.1
Overseas Total		278.4	369.8	+91.4
Total		397.3	488.0	+90.7

9 months : Consolidated Statements of Income

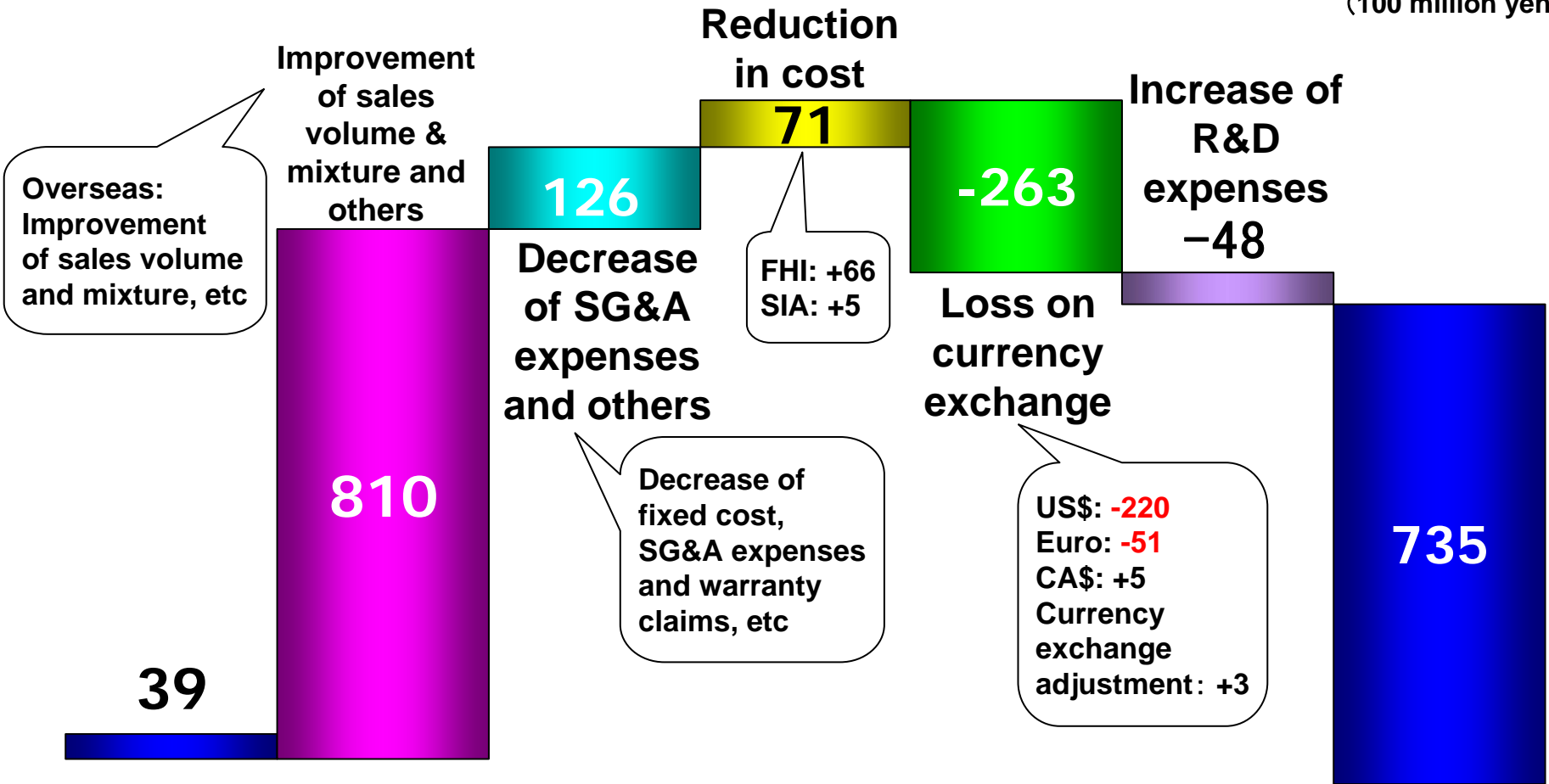
(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase /Decrease
Net Sales	10,121	11,746	+1,626
Domestic	3,624	3,498	-125
Overseas	6,497	8,248	+1,751
Operating Income	39	735	+696
Ordinary Income	18	748	+730
Income/Loss Before Income Taxes and Minority Interests	-44	723	+766
Net Income/Loss	-152	584	+736
FHI Exchange Rate	¥94/\$	¥87/\$	-¥7/\$



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

(100 million yen)



Operating Income
for the 9 months
FYE March 2010

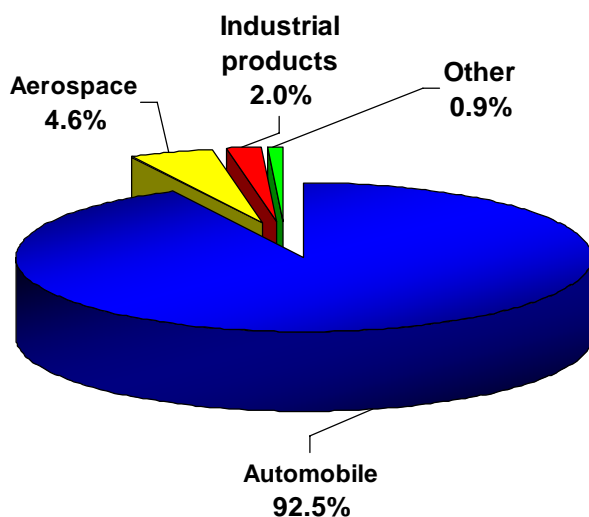
+69.6 billion

Operating Income
for the 9 months
FYE March 2011

9 months : Net Sales by Business Segment (consolidated)

(100 million yen)

Percentage of Total Sales



	<u>Actual Results</u> 9 months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase /Decrease
Automobile	9,218	10,863	+1,645
Aerospace	637	542	-94
Industrial Products	175	229	+54
Other	91	111	+20
Total	10,121	11,746	+1,626



9 months : Operating Income by Business Segment (consolidated)

(100 million yen)

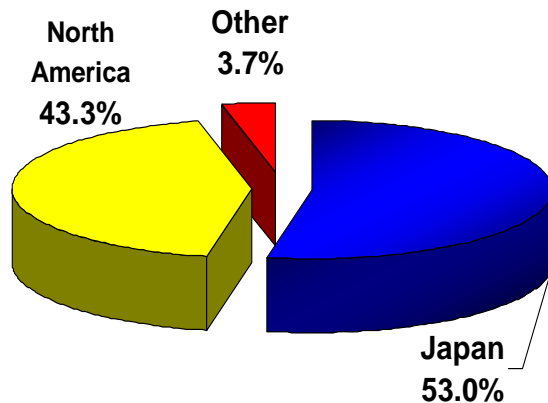
	<u>Actual Results</u> 9months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase /Decrease
Automobile	13	719	+706
Aerospace	21	-3	-24
Industrial Products	-20	1	+21
Other	17	18	+1
Elimination and Corporate	8	0	-8
Total	39	735	+696

9 months : Net Sales by Geographic Area

(consolidated) <Appendix>

(100 million yen)

Percentage of Total Sales



	Actual Results 9 months FYE March 2010	Actual Results 9 months FYE March 2011	Increase /Decrease
Japan	5,711	6,226	+515
North America	4,166	5,090	+924
Other	244	430	+187
Total	10,121	11,746	+1,626

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

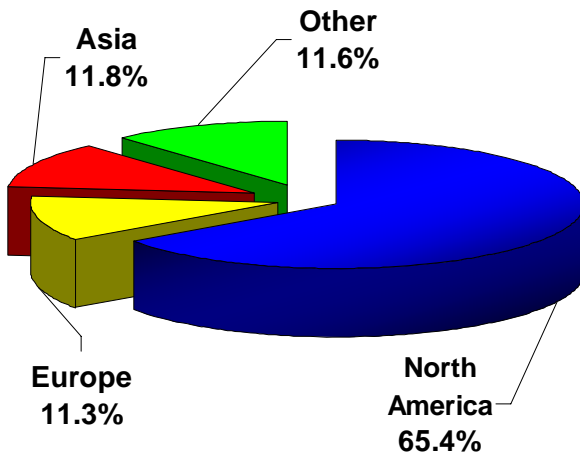
(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase /Decrease
Japan	-121	517	+638
North America	225	295	+70
Other	2	4	+3
Elimination and Corporate	-67	-82	-15
Total	39	735	+696

9 months : Overseas Net Sales <Appendix>

(100 million yen)

Percentage of Total Sales



	Actual Results 9 months FYE March 2010	Actual Results 9 months FYE March 2011	Increase /Decrease
North America	4,485	5,394	+909
Europe	608	930	+322
Asia	712	969	+258
Other	693	955	+262
Total	6,497	8,248	+1,751



Operating Results of Subsidiaries in U.S.

(million US\$)

SOA	<u>Actual Results</u> 9 months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase/ Decrease
Net Sales	\$3,779	\$4,928	+1,149
Operating Income	185	183	-2
Net Income	115	110	-5
Retail Sales (Thousand units)	174.3	205.4	+31.1
SIA	<u>Actual Results</u> 9 months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase/ Decrease
Net Sales	\$1,478	\$2,708	+1,230
Operating Income	39	105	+66
Net Income	22	64	+44
Subaru Production (Thousand units)	67.0	120.6	+53.6

Non-Operating Income and Expenses

(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase /Decrease
Non-Operating Income	40	98	+58
Interest and Dividends Income	12	14	+2
Equity in Earnings of Affiliates	12	26	+13
Non-Operating Expenses	61	85	+24
Interest Expenses	37	36	-1
Net	-21	13	+34
Financial Revenue and Expenditure	-25	-22	+3
FOREX Effects	3	16	+13
Net of Gain and Loss on Valuation of Derivatives	0	40	+40
Net of FOREX Gains and Losses	2	-25	-27

Extraordinary Income and Loss

(100 million yen)

	Actual Results 9 months FYE March 2010	Actual Results 9 months FYE March 2011	Increase /Decrease
Extraordinary Income	7	20	+13
Extraordinary Loss	68	45	-23
Loss on Sales and Retirement of Noncurrent Assets	20	8	-12
Impairment Loss	32	8	-23
Loss on Prior Periods Adjustment	-	13	+13
Loss on Abandonment of Inventories	12	-	-12
Loss on Adjustment for Changes of Accounting Standard for Asset Retirement Obligation	-	4	+4
Loss on Reconstruction of Office Building	-	7	+7
Other	5	4	0
Net	-62	-25	+37

Consolidated Balance Sheets

(100 million yen)

	As of March 31, 2010	As of December 31, 2010	Increase /Decrease
Total Assets	12,314	11,793	-520
Current Assets	6,389	6,084	-304
Noncurrent Assets	5,925	5,709	-216
Interest Bearing Debts	3,676	3,179	-497
Net Assets	3,819	4,192	+373
Retained Earnings	1,102	1,650	+548
Shareholder's Equity	3,806	4,179	+373
Shareholders' Equity to Total Assets	30.9%	35.4%	+4.5%
D/E ratio	0.97	0.76	-0.21

9 months : Consolidated Statements of Cash Flows

(100 million yen)

	<u>Actual Results</u> 9 months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase /Decrease
Net Cash Provided by (used in) Operating Activities	1,079	779	-299
Net Cash Provided by (used in) Investing Activities	-482	-383	+99
Free Cash Flows	597	397	-200
Net Cash Provided by (used in) Financing Activities	20	-524	-544
Effect of Exchange Rate Change on Cash and Cash Equivalents	-24	-125	-100
Net Increase (Decrease) in Cash and Cash Equivalents	592	-252	-844
Increase (Decrease) in Cash and Cash Equivalents Resulting from Change of Scope of Consolidation	2	-	-2
Cash and Cash Equivalents at End of Period	1,559	1,663	+103

9 months : Non-Consolidated Automobile Sales

<Appendix>

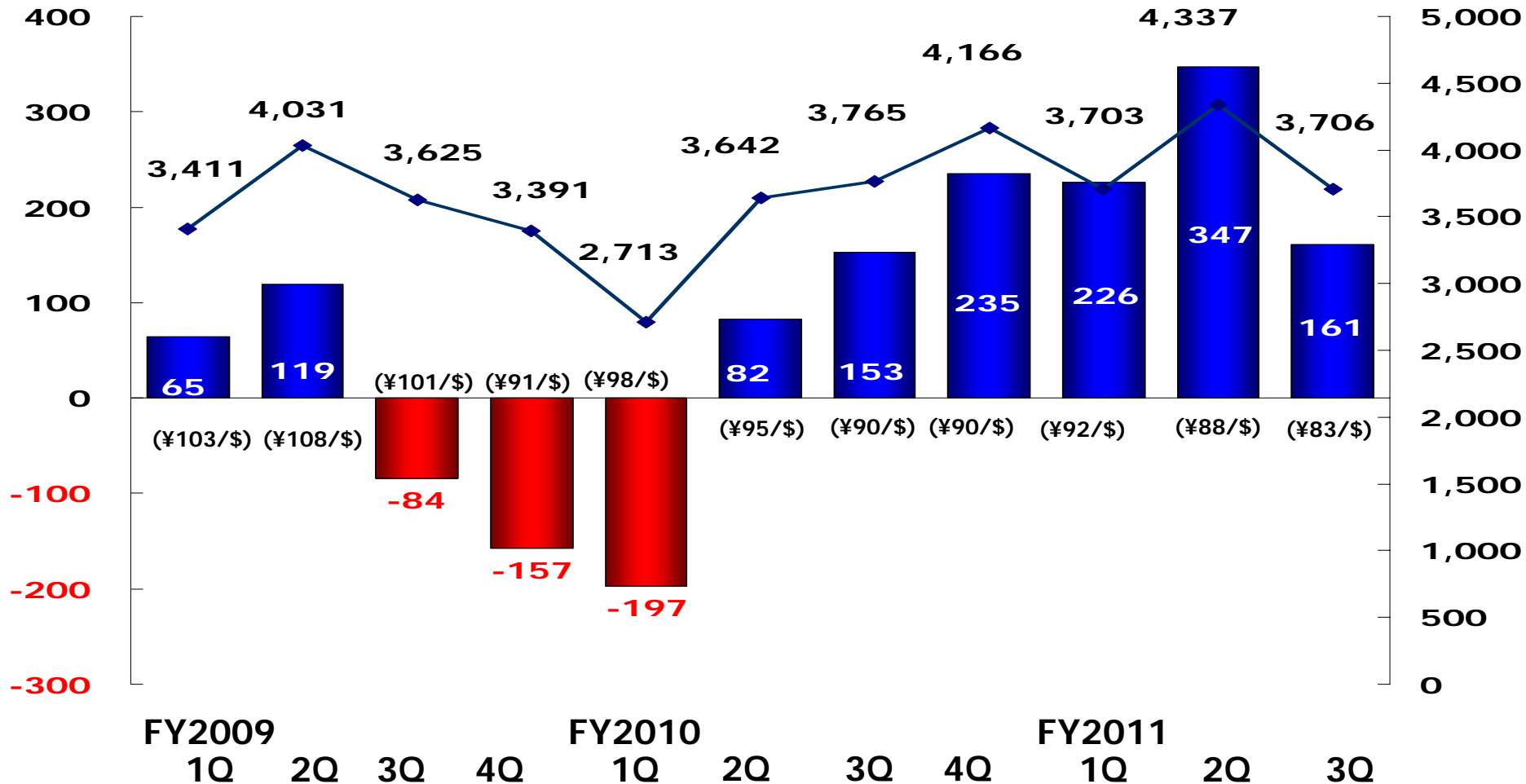
(Thousand Units)

	<u>Actual Results</u> 9 months FYE March 2010	<u>Actual Results</u> 9 months FYE March 2011	Increase /Decrease
Domestic Production	326.1	365.3	+39.2
Domestic Sales	125.9	125.1	-0.8
Passenger Car	55.0	53.9	-1.1
Minicar	70.9	71.2	+0.3
Number of Vehicles exported	201.9	251.3	+49.3
Components for Overseas Production	76.3	127.2	+50.9
Total	404.2	503.6	+99.4

Net Sales & Operating Income <Appendix>

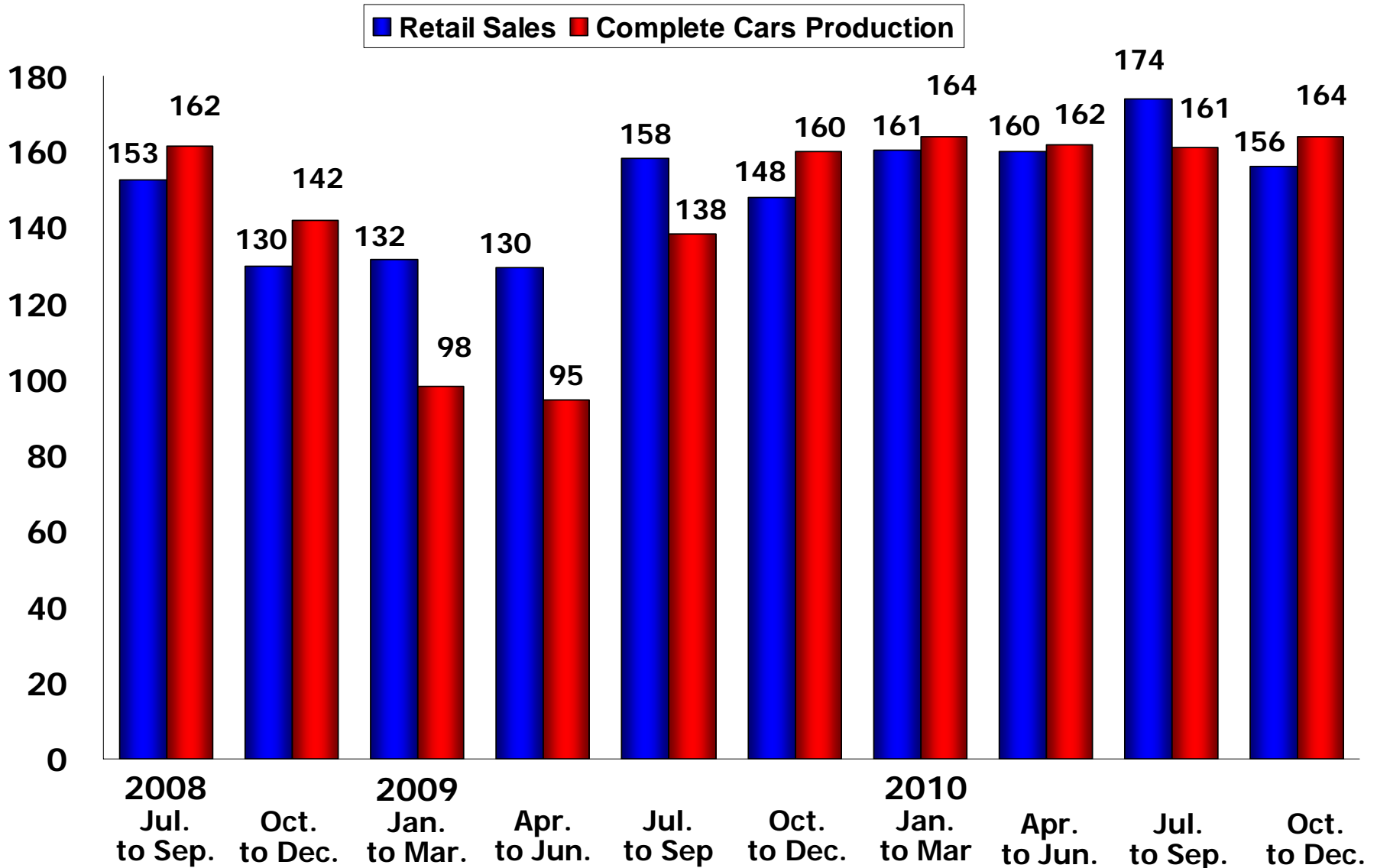
Operating Income
(100 million yen)

Net Sales
(100 million yen)



Retail Sales & Complete Cars Production

<Appendix>

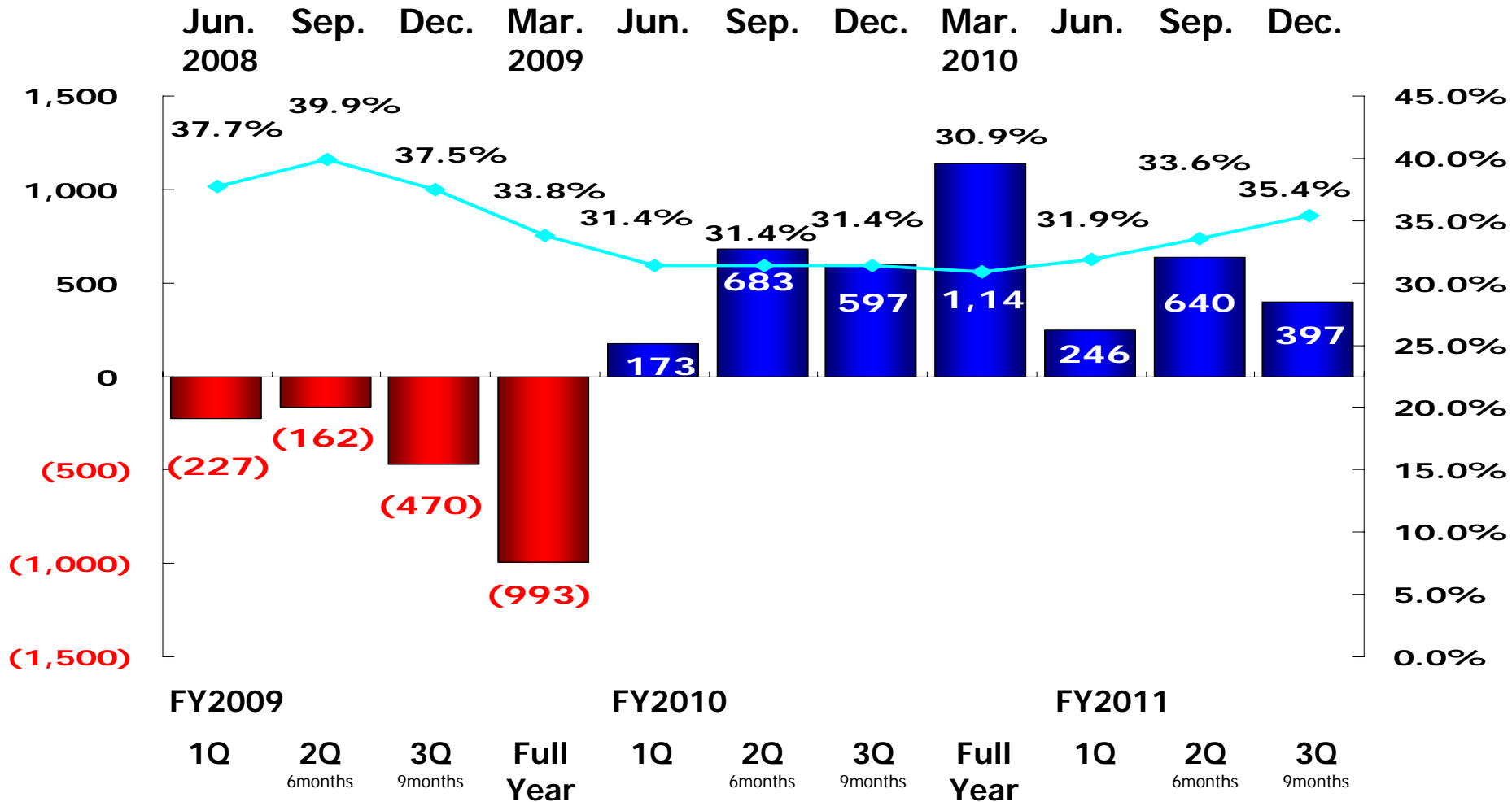




Free Cash Flows & Shareholders' Equity to Total Assets <Appendix>

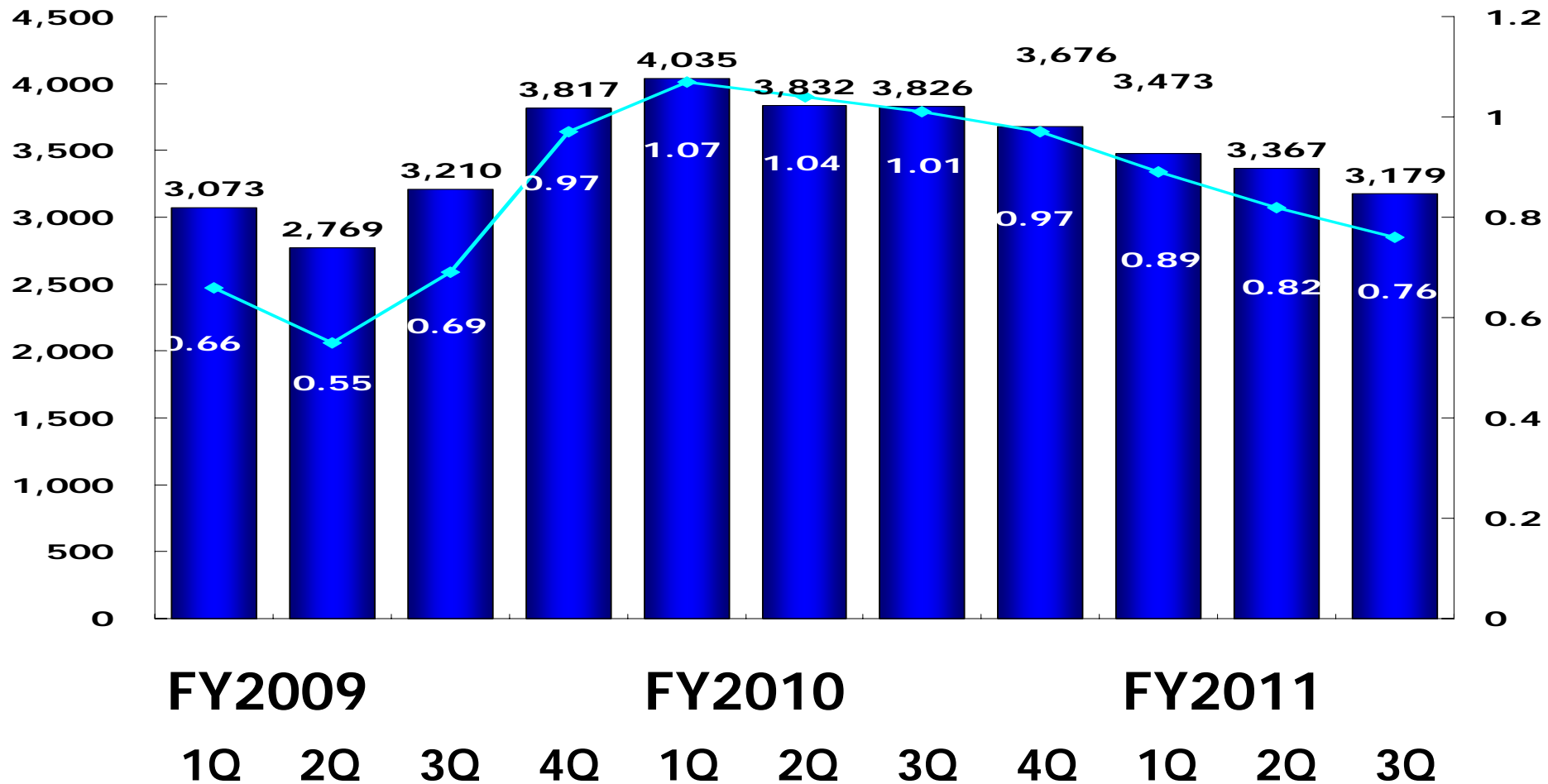
FCF
(100 million yen)

Shareholders' Equity to Total Assets



Interest Bearing Debts
(100 million yen)

D/E ratio



3Q : Consolidated Automobile Sales

<Appendix>

(Thousand Units)

		<u>Actual Results</u> 3Q FYE March 2010	<u>Actual Results</u> 3Q FYE March 2011	Increase /Decrease
	Passenger Car	16.6	12.0	-4.6
	Minicar	22.9	17.6	-5.2
Domestic Total		39.5	29.7	-9.8
	U.S.	62.4	74.8	+12.3
	Canada	8.0	8.0	-0
	Russia	0.3	2.6	+2.3
	Europe	11.5	11.4	-0.2
	Australia	9.6	11.2	+1.6
	China	17.7	13.2	-4.5
	Others	5.4	6.0	+0.6
Overseas Total		115.1	127.2	+12.1
Total		154.6	156.8	+2.3

3Q : Consolidated Statements of Income

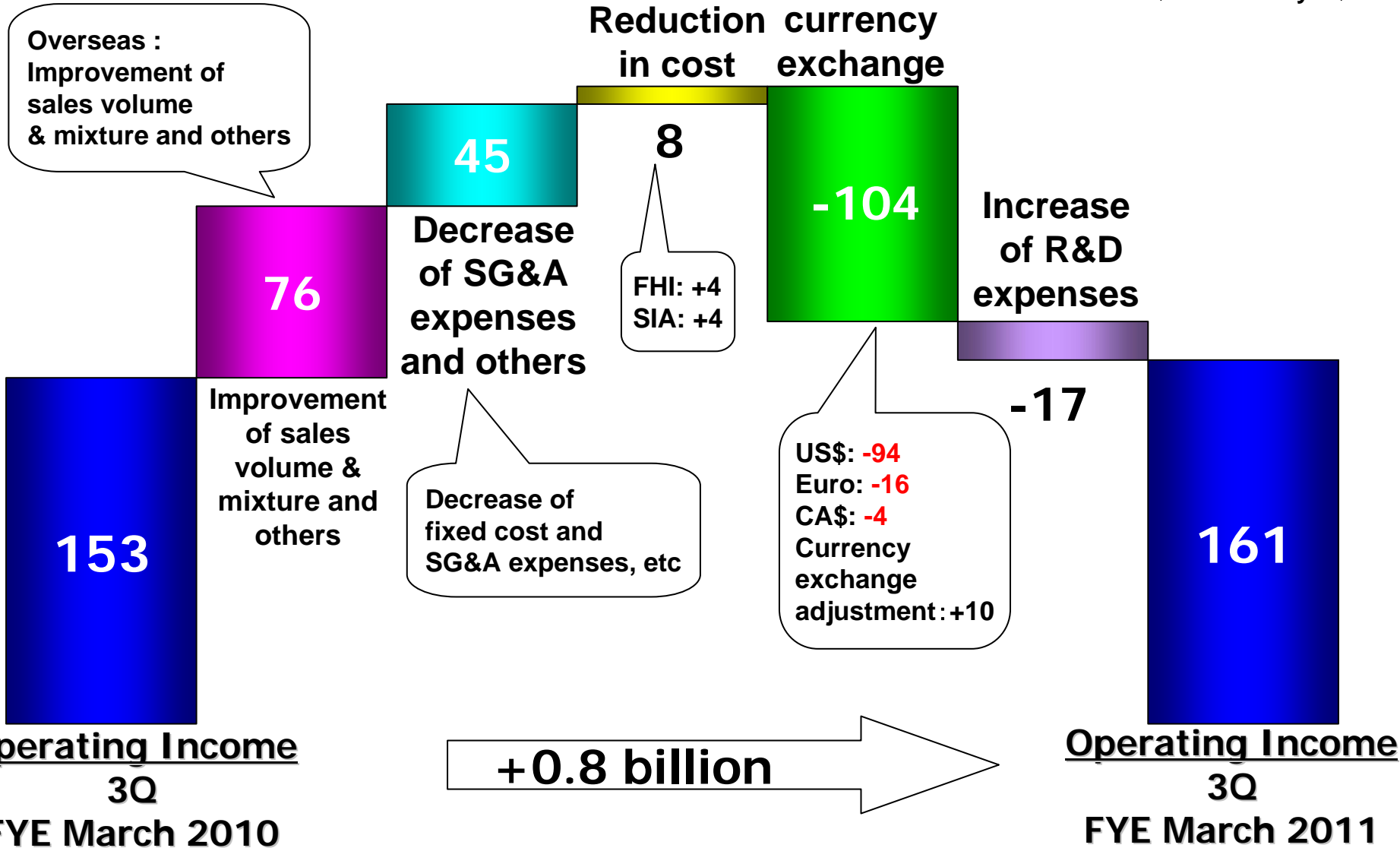
<Appendix>

(100 million yen)

	<u>Actual Results</u> 3Q FYE March 2010	<u>Actual Results</u> 3Q FYE March 2011	Increase /Decrease
Net Sales	3,765	3,706	-59
Domestic	1,185	979	-206
Overseas	2,581	2,728	+147
Operating Income	153	161	+8
Ordinary Income	136	160	+23
Income Before Income Taxes and Minority Interests	131	166	+35
Net Income	65	138	+73
FHI Exchange Rate	¥90/\$	¥83/\$	-¥7/\$

3Q : Analysis of Increase and Decrease in Operating Income Changes <Appendix>

(100 million yen)



Outlook for the Term Ending March 2011



Full Year : Consolidated Automobile Sales Plan

(Thousand Units)

		<u>Actual Results</u> FYE March 2010	<u>Plan</u> FYE March 2011	Increase/ Decrease
	Passenger Car	75.1	70.2	-4.9
	Minicar	96.2	90.4	-5.8
Domestic Total		171.3	160.7	-10.6
	U.S.	227.0	278.7	+51.6
	Canada	22.8	28.1	+5.2
	Russia	1.6	11.4	+9.8
	Europe	37.3	49.3	+12.0
	Australia	35.0	42.4	+7.4
	China	48.9	63.6	+14.6
	Others	18.9	29.2	+10.4
Overseas Total		391.6	502.7	+111.1
Total		562.8	663.4	+100.5

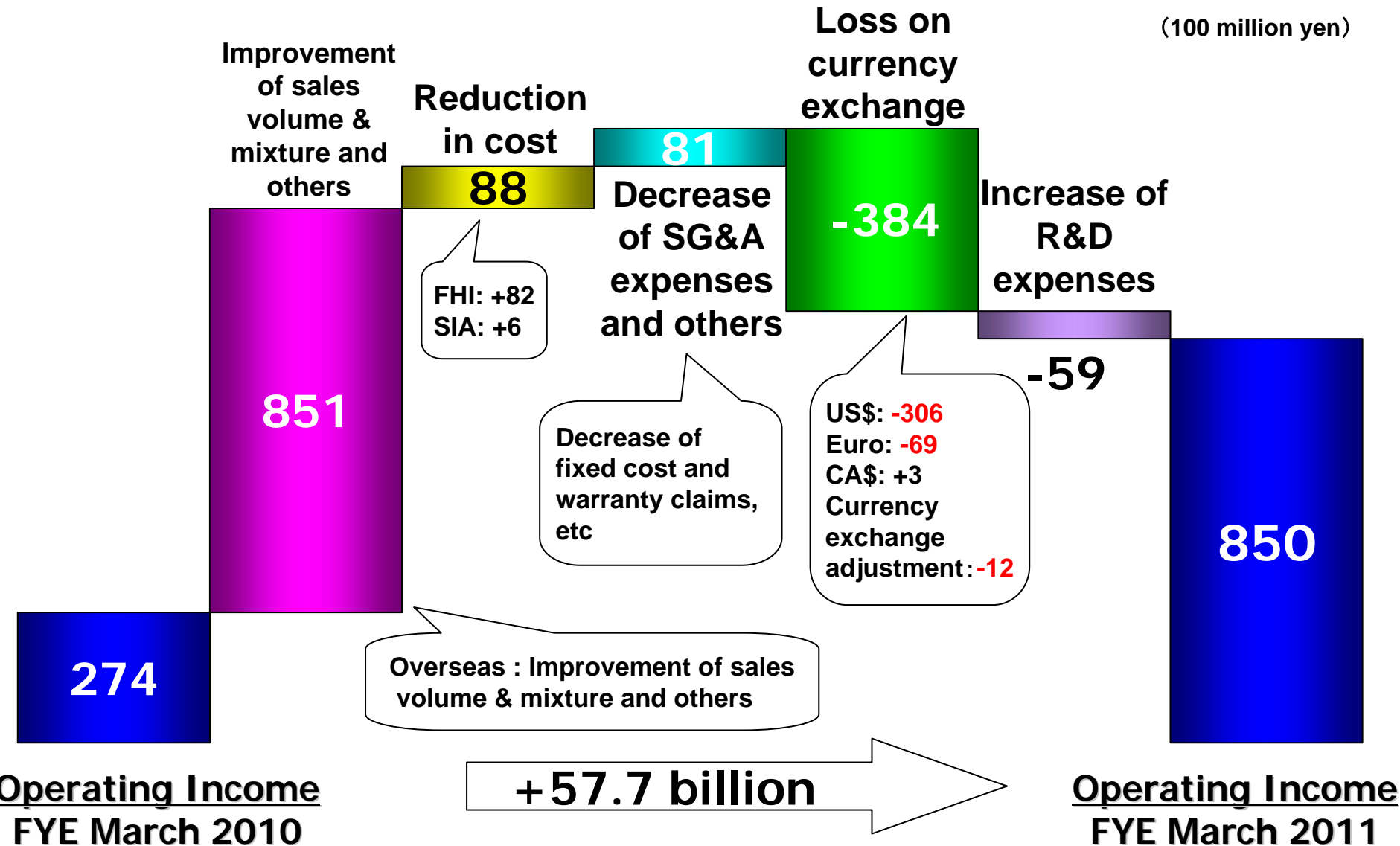
Full Year : Consolidated Operating Plan

(100 million yen)

	<u>Actual Results</u> FYE March 2010	<u>Plan</u> FYE March 2011	Increase/ Decrease
Net Sales	14,287	16,000	+1,713
Domestic	5,208	4,800	-408
Overseas	9,079	11,200	+2,121
Operating Income	274	850	+577
Ordinary Income	224	840	+616
Income/Loss Before Income Taxes and Minority Interests	-4	750	+754
Net Income/Loss	-165	630	+795
FHI Exchange Rate	¥93/US\$	¥86/US\$	-¥7/US\$

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

(100 million yen)



Operating Plan of Subsidiaries in U.S.

(million US\$)

SOA	<u>Actual Results</u> FYE March 2010	<u>Plan</u> FYE March 2011	Increase/ Decrease
Net Sales	\$5,319	\$6,755	+1,436
Operating Income	219	100	-119
Net Income	133	65	-68
Retail Sales (Thousand units)	231.4	267.4	+36.0
SIA	<u>Actual Results</u> FYE March 2010	<u>Plan</u> FYE March 2011	Increase/ Decrease
Net Sales	\$2,259	\$3,785	+1,526
Operating Income	100	95	-5
Net Income	56	56	±0
Subaru Production (Thousand units)	104.3	167.2	+62.9

Capex / Depreciation / R&D <Appendix>

(100 million yen)

	<u>Actual Results</u> 9 months FYE2010	<u>Actual Results</u> FYE2010 (a)	<u>Actual Results</u> 9 months FYE2011	<u>Plan</u> FYE2011(b)	Increase / Decrease (b) – (a)
Capex	440	561	293	560	-1
Depreciation	430	571	366	520	-51
R&D	268	372	316	431	+59
Interest Bearing Debt	3,826	3,676	3,179	3,200	-476

Non-Consolidated Automobile Sales Plan

<Appendix>

(100 million yen)

	<u>Actual Results</u> FYE March 2010	<u>Plan</u> FYE March 2011	Increase/ Decrease
Domestic Production	452.7	486.7	33.9
Domestic Sales	177.5	167.4	-10.1
Passenger Car	80.3	74.3	-5.9
Minicar	97.2	93.1	-4.1
Number of Vehicles exported	279.7	338.5	+58.8
Components for Overseas Production	113.6	169.6	+56.0
Total	570.8	675.5	+104.7



2nd Half : Consolidated Automobile Sales Plan <Appendix>

(Thousand Units)

		<u>Actual Results</u> 2 nd Half FYE March 2010	<u>Plan</u> 2 nd Half FYE March 2011	Increase/ Decrease
	Passenger Car	41.6	32.5	-9.1
	Minicar	50.3	39.6	-10.7
Domestic Total		91.9	72.2	-19.7
	U.S.	128.7	149.5	+20.8
	Canada	13.2	13.1	-0.1
	Russia	1.3	6.7	+5.4
	Europe	21.8	24.7	+2.9
	Australia	19.8	21.0	+1.2
	China	31.9	31.6	-0.3
	Others	11.6	13.4	+1.8
Overseas Total		228.2	260.0	+31.8
Total		320.1	332.2	+12.1

2nd Half : Consolidated Operating Plan

<Appendix>

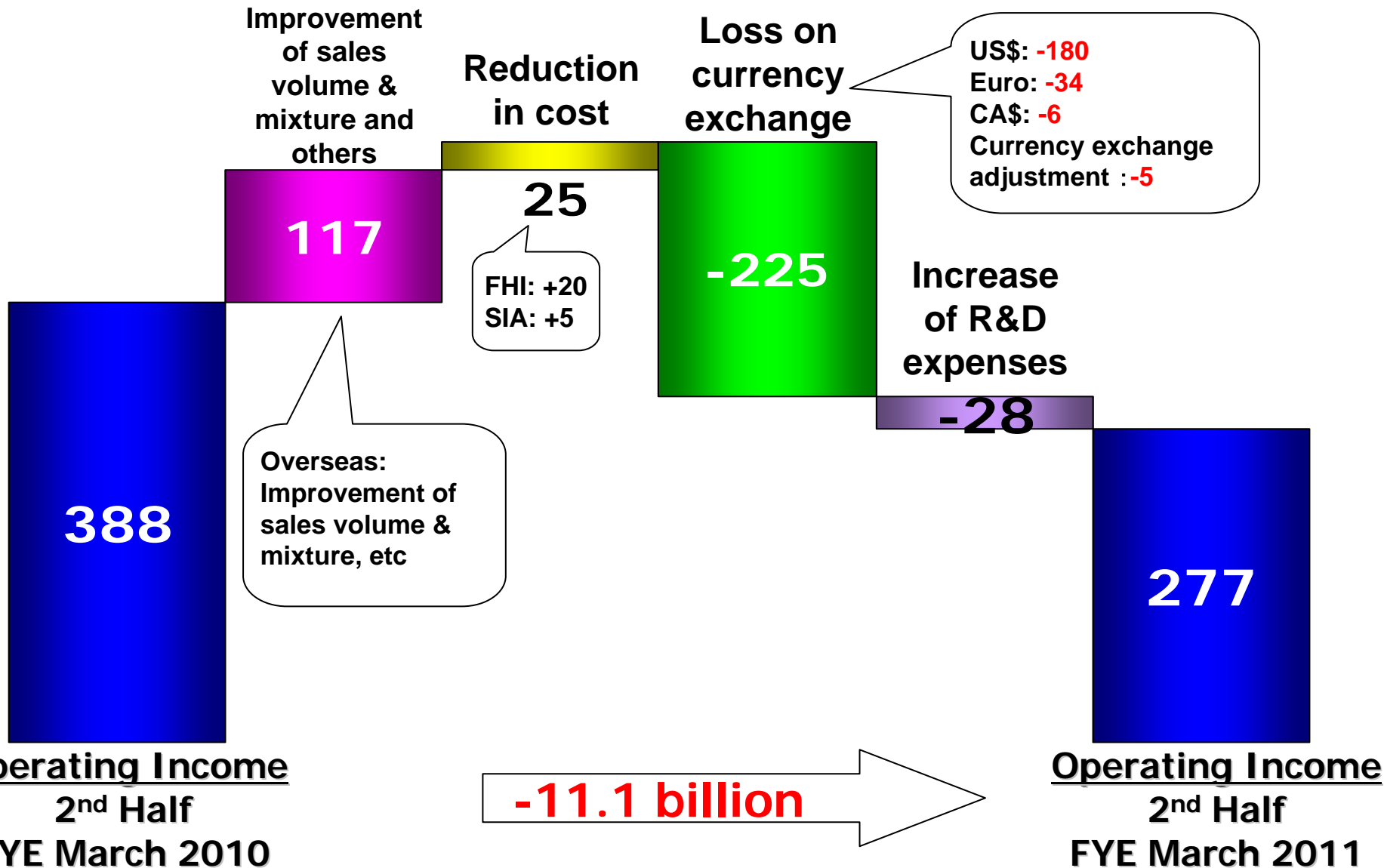
(100 million yen)

	<u>Actual Results</u> 2 nd Half FYE March 2010	<u>Plan</u> 2 nd Half FYE March 2011	Increase/ Decrease
Net Sales	7,931	7,960	+29
Domestic	2,770	2,280	-489
Overseas	5,162	5,680	+518
Operating Income	388	277	-111
Ordinary Income	342	252	-90
Income Before Income Taxes and Minority Interests	170	193	+23
Net Income	53	184	+132
FHI Exchange Rate	¥90/\$	¥83/\$	-¥7/\$



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

(100 million yen)



<Appendix> Difference from Previous Outlook



Full Year : Consolidated Automobile Sales Previous Plan vs. Revised Plan <Appendix>

(Thousand Units)

		<u>Previous Plan</u> FYE March 2011	<u>Revised Plan</u> FYE March 2011	Increase/ Decrease
	Passenger Car	68.2	70.2	+2.1
	Minicar	94.1	90.4	-3.7
Domestic Total		162.2	160.7	-1.6
	U.S.	274.2	278.7	+4.4
	Canada	27.5	28.1	+0.6
	Russia	10.5	11.4	+0.9
	Europe	48.4	49.3	+0.9
	Australia	42.1	42.4	+0.3
	China	62.7	63.6	+0.8
	Others	31.6	29.2	-2.4
Overseas Total		497.1	502.7	+5.6
Total		659.4	663.4	+4.0

Full Year : Consolidated Operating Plan Previous Plan vs. Revised Plan <Appendix>

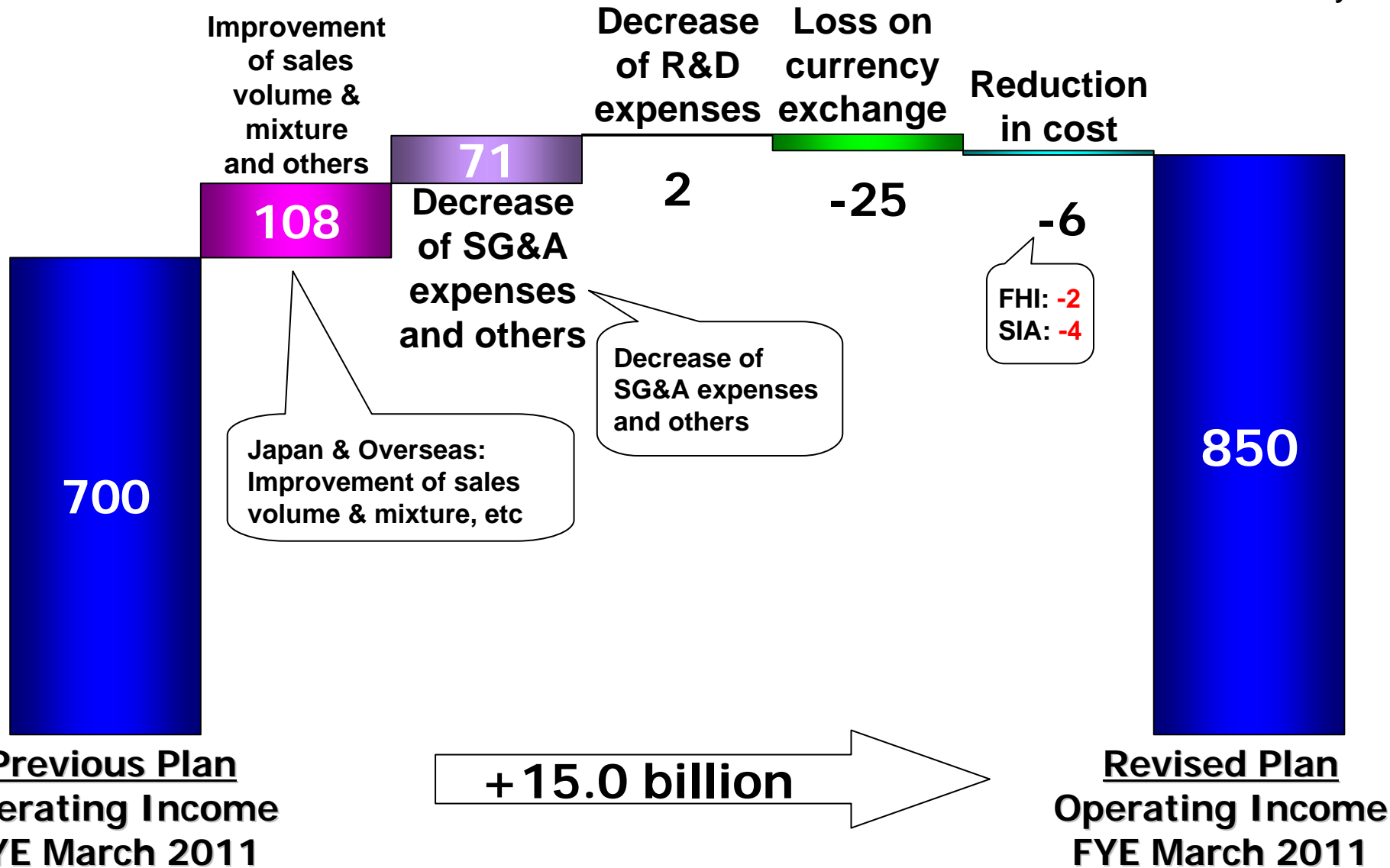
(100 million yen)

	<u>Previous Plan</u> FYE March 2011	<u>Revised Plan</u> FYE March 2011	Increase/ Decrease
Net Sales	15,900	16,000	+100
Domestic	4,800	4,800	±0
Overseas	11,100	11,200	+100
Operating Income	700	850	+150
Ordinary Income	680	840	+160
Income Before Income Taxes and Minority Interests	600	750	+150
Net Income	500	630	+130
FHI Exchange Rate	¥86/US\$	¥86/US\$	±¥0/\$



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

(100 million yen)





Thank you !