Financial Highlights SUBARU CORPORATION

(Unit: Millions of yen)

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	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019
	Ended March 31, 2015	Ended March 31, 2016	Ended March 31, 2017	Ended March 31, 2018	Ended March 31, 2019
Net Sales *1	2,877,913	3,232,258	3,325,992	3,232,695	3,160,514
Operating Income	423,045	565,589	410,810	379,447	195,529
Operating Margin (%)	14.7	17.5	12.4	11.7	6.2
Ordinary Income	393,648	576,972	394,330	379,934	196,239
Net Income / Loss	261,873	436,654	282,354	220,354	147,812
Free Cash Flow	138,763	358,580	91,190	215,587	15,679
Total Assets *2	2,199,714	2,592,410	2,762,321	2,866,474	2,982,725
Net Assets	1,030,719	1,349,411	1,464,888	1,561,023	1,612,825
Net Income per Share, Basic (yen)	335.57	559.54	365.77	287.40	192.78
PBR	3.0	2.3	2.1	1.7	1.2
PER	11.9	7.1	11.2	12.1	13.1
ROE (%)	29.3	36.9	20.2	14.6	9.4
ROA (%)	20.7	23.6	15.3	13.4	6.7
Shareholders' Equity to Total Assets (%) *2	46.5	51.8	52.8	54.2	53.8
Consolidated Automobile Sales (thousand units)	911	958	1,065	1,067	1,000

^{*1} Changed accounting policies from FYE 2019 (deducting sales incentives from net sales). The changes are retrospectively applied to FYE2018.

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^{*2} Partial amendments to Accounting Standard for Tax Effect Accounting has been applied from FYE2019.