

## [Full Year] Financial Highlights

SUBARU Corporation and its consolidated subsidiaries  
Years ended March 31

		J-GAAP					IFRS						
		15/3	16/3	17/3	18/3	19/3	19/3	20/3	21/3	22/3	23/3	24/3	
<b>Consolidated operating results (for the year)</b>													
Net sales ※1	Millions of yen	2,877,913	3,232,258	3,325,992	3,232,695	3,160,514	Revenue	3,156,150	3,344,109	2,830,210	2,744,520	3,774,468	4,702,947
Operating income	Millions of yen	423,045	565,589	410,810	379,447	195,529	Operating profit	181,724	210,319	102,468	90,452	267,483	468,198
Ordinary income	Millions of yen	393,648	576,972	394,330	379,934	196,239	Profit before tax	186,026	207,656	113,954	106,972	278,366	532,574
Net income attributable to owners of parent	Millions of yen	261,873	436,654	282,354	220,354	147,812	Profit for the period attributable to owners of parent	141,418	152,587	76,510	70,007	200,431	385,084
<b>Consolidated financial position (at year-end)</b>													
Total assets ※2	Millions of yen	2,199,714	2,592,410	2,762,321	2,866,474	2,982,725	Total assets	3,180,597	3,293,908	3,411,712	3,543,753	3,944,150	4,814,149
Net assets	Millions of yen	1,030,719	1,349,411	1,464,888	1,561,023	1,612,825	Total equity	1,689,899	1,720,123	1,786,383	1,901,019	2,109,947	2,565,394
Shareholders' equity	Millions of yen	1,022,417	1,343,732	1,458,664	1,552,844	1,605,291	Equity attributable to owners of parents	1,682,248	1,712,881	1,777,735	1,890,789	2,100,973	2,563,204
Interest bearing debt ※3	Millions of yen	211,192	169,974	148,260	86,202	100,396	Interest bearing debt	103,720	239,210	333,883	334,045	312,596	399,500
<b>Consolidated cash flows (for the year)</b>													
Net cash provided by (used in) operating activities	Millions of yen	311,543	614,256	345,442	366,298	174,006	Net cash provided by (used in) operating activities	250,732	210,134	289,376	195,651	503,759	767,665
Net cash provided by (used in) investing activities	Millions of yen	△ 172,780	△ 255,676	△ 254,252	△ 150,711	△ 158,327	Net cash provided by (used in) investing activities	△ 190,119	△ 25,844	△ 272,174	△ 179,723	△ 336,813	△ 703,699
Free cash flow	Millions of yen	138,763	358,580	91,190	215,587	15,679	Free cash flow	60,613	184,290	17,202	15,928	166,946	63,966
Net cash provided by (used in) financing activities	Millions of yen	△ 110,546	△ 126,190	△ 189,044	△ 170,937	△ 96,617	Net cash provided by (used in) financing activities	△ 141,551	△ 15,818	13,966	△ 98,502	△ 122,307	△ 66,469
<b>Index</b>													
Operating margin	%	14.7	17.5	12.4	11.7	6.2	Operating margin	5.8	6.3	3.6	3.3	7.1	10.0
Ratio of shareholders' equity to total assets	%	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	53.2
Return on Equity (ROE)	%	29.3	36.9	20.2	14.6	9.4	Ratio of profit to equity attributable to owners of parent (ROE)	8.5	9.0	4.4	3.8	10.0	16.5
Return on Assets (ROA) ※4	%	20.7	23.6	15.3	13.5	6.7	Ratio of operating profit to total assets (ROA)	-	6.5	3.1	2.6	7.1	10.7
<b>Per share</b>													
Net income attributable to owners of parent	Yen	335.6	559.5	365.8	287.4	192.8	Profit for the period per share, basic	184.4	199.0	99.8	91.3	261.3	509.2
Dividends per share	Yen	68	144	144	144	144	Dividends per share	144	100	56	56	76	106
Dividend payout ratio	%	20.3	25.7	39.4	50.1	74.7	Dividend payout ratio	78.1	50.3	56.1	61.3	29.1	20.8
<b>Stock price</b>													
Stock Price (closing price on the Tokyo Stock Exchange)	Yen	3,991	3,975	4,083	3,487	2,523	Stock Price (closing price on the Tokyo Stock Exchange)	2,523	2,074	2,204	1,948	2,115	3,448
Price earnings ratio (PER)	Times	11.9	7.1	11.2	12.1	13.1	Price earnings ratio (PER)	13.7	10.4	22.1	21.3	8.1	6.8
Price book value ratio (PBR)	Times	3.1	2.3	2.2	1.7	1.2	Price book value ratio (PBR)	1.2	0.9	1.0	0.8	0.8	1.0
<b>Number of units</b>													
Consolidated automobile unit sales	Thousand units	911	958	1,065	1,067	1,000	Consolidated automobile unit sales	1,001	1,034	860	734	852	976
Production units total	Thousand units	914	951	1,056	1,050	989	Production units total	989	1,031	810	727	874	970
Domestic	Thousand units	708	715	721	701	617	Domestic	617	664	525	455	575	602
U.S.	Thousand units	207	236	335	349	372	U.S.	372	367	285	272	299	368
<b>Other information</b>													
Number of employees (Consolidated)	Persons	29,774	31,151	32,599	33,544	34,200	Number of employees (Consolidated)	34,200	35,034	36,070	36,910	37,521	37,693

※ The SUBARU Group has voluntarily adopted the IFRS from the first quarter of the fiscal year ended 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 Application of Partial Amendments to Accounting Standard for Tax Effect Accounting, effective from FYE March 2019; Retroactively applied to the figures for FYE March 2018.

※3 Lease liabilities are not included in the results above.

※4 ROA = Operating income / Total assets (average at the beginning and end of the term)