



**SUBARU**

# Presentation of business results for the term ended March 2011 Fuji Heavy Industries Ltd.

May 10, 2011

# A Summary of Business Results



# Full Year : Consolidated Automobile Sales

(Thousand Units)

	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase /Decrease
Passenger Car	75.1	68.1	-7.0
Minicar	96.2	90.0	-6.2
<b>Domestic Total</b>	<b>171.3</b>	<b>158.1</b>	<b>-13.2</b>
U.S.	227.0	279.0	+51.9
Canada	22.8	28.1	+5.2
Russia	1.6	11.3	+9.8
Europe	37.3	48.2	+10.9
Australia	35.0	41.2	+6.2
China	48.9	62.4	+13.5
Others	18.9	28.7	+9.8
<b>Overseas Total</b>	<b>391.6</b>	<b>498.9</b>	<b>+107.3</b>
<b>Total</b>	<b>562.8</b>	<b>657.0</b>	<b>+94.1</b>

# Full Year : Consolidated Statements of Income

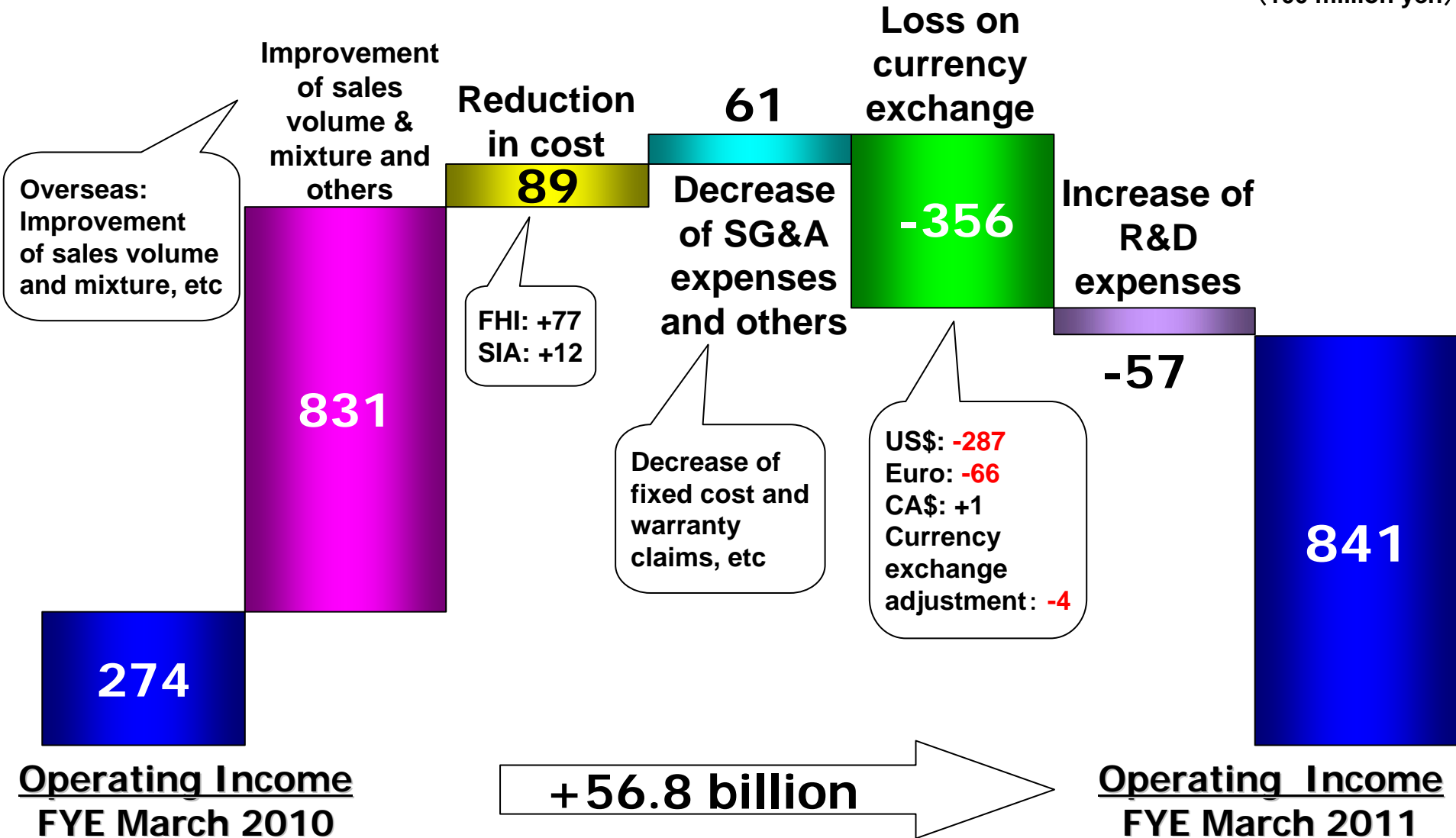
(100 million yen)

	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase /Decrease
<b>Net Sales</b>	<b>14,287</b>	<b>15,806</b>	+1,519
Domestic	5,208	4,673	-535
Overseas	9,079	11,132	+2,054
<b>Operating Income</b>	<b>274</b>	<b>841</b>	+568
<b>Ordinary Income</b>	<b>224</b>	<b>822</b>	+599
Income/Loss Before Income Taxes and Minority Interests	-4	632	+637
<b>Net Income/Loss</b>	<b>-165</b>	<b>503</b>	+668
FHI Exchange Rate	¥93/\$	¥86/\$	-¥7/\$



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

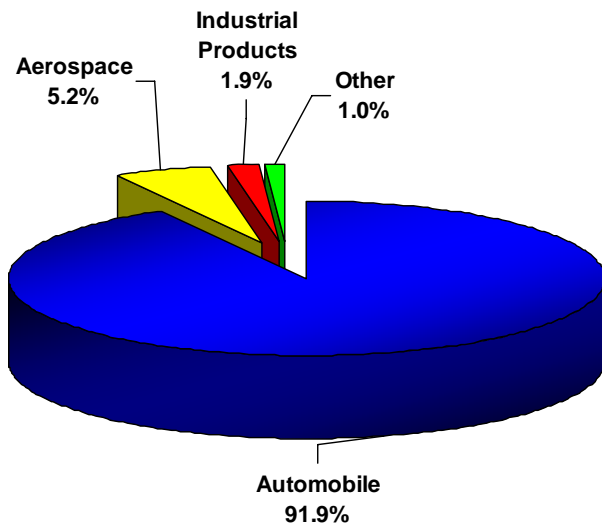
(100 million yen)



# Full Year : Net Sales by Business Segment (consolidated)

(100 million yen)

## Percentage of Total Sales



	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase /Decrease
<b>Automobile</b>	<b>12,945</b>	<b>14,522</b>	+1,578
<b>Aerospace</b>	<b>932</b>	<b>828</b>	<b>-104</b>
<b>Industrial Products</b>	<b>239</b>	<b>301</b>	+61
<b>Other</b>	<b>171</b>	<b>155</b>	<b>-16</b>
<b>Total</b>	<b>14,287</b>	<b>15,806</b>	<b>+1,519</b>



# Full Year : Operating Income by Business Segment (consolidated)

(100 million yen)

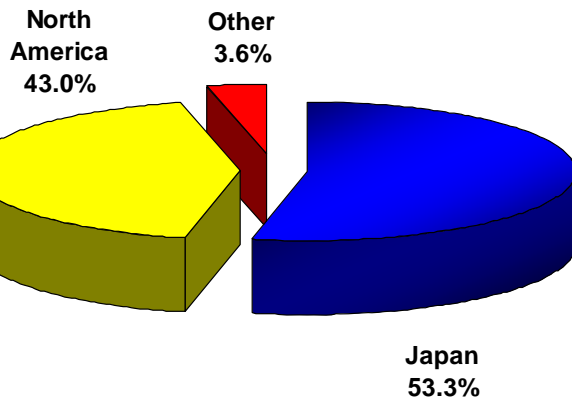
	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase /Decrease
<b>Automobile</b>	<b>217</b>	<b>804</b>	+587
<b>Aerospace</b>	<b>48</b>	<b>23</b>	<b>-26</b>
<b>Industrial Products</b>	<b>-24</b>	<b>-1</b>	+24
<b>Other</b>	<b>26</b>	<b>15</b>	<b>-11</b>
<b>Elimination and Corporate</b>	<b>7</b>	<b>1</b>	<b>-6</b>
<b>Total</b>	<b>274</b>	<b>841</b>	<b>568</b>

# Full Year : Net Sales by Geographic Area

(consolidated) <Appendix>

(100 million yen)

## Percentage of Total Sales



	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase /Decrease
Japan	8,158	8,426	+268
North America	5,774	6,803	+1,028
Other	355	577	+222
<b>Total</b>	<b>14,287</b>	<b>15,806</b>	<b>+1,519</b>



# Full Year : Operating Income by Geographic Area (consolidated) <Appendix>

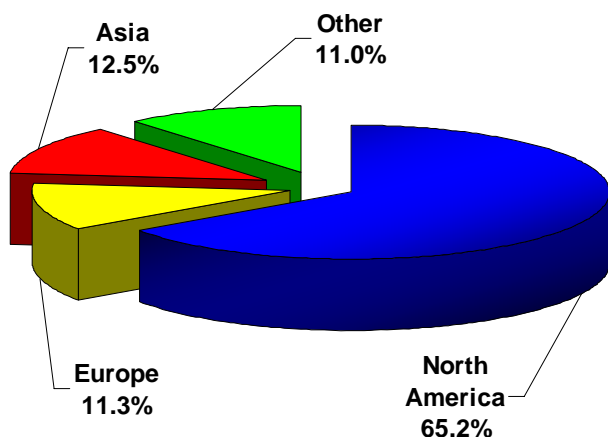
(100 million yen)

	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase /Decrease
<b>Japan</b>	<b>18</b>	<b>654</b>	+635
<b>North America</b>	<b>321</b>	<b>231</b>	<b>-90</b>
<b>Other</b>	<b>1</b>	<b>5</b>	+4
<b>Elimination and Corporate</b>	<b>-66</b>	<b>-49</b>	+18
<b>Total</b>	<b>274</b>	<b>841</b>	<b>+568</b>

# Full Year : Overseas Net Sales <Appendix>

(100 million yen)

## Percentage of Total Sales



	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase /Decrease
North America	6,221	7,258	+1,036
Europe	845	1,263	+418
Asia	1,015	1,389	+374
Other	998	1,223	+225
<b>Total</b>	<b>9,079</b>	<b>11,132</b>	<b>+2,054</b>



# Operating Results of Subsidiaries in U.S.

(million US\$)

<b>SOA</b>	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase/ Decrease
Net Sales	<b>\$5,319</b>	<b>\$6,758</b>	+1,439
Operating Income	<b>219</b>	<b>116</b>	<b>-103</b>
Net Income	<b>133</b>	<b>83</b>	<b>-50</b>
Retail Sales (Thousand units)	<b>231.4</b>	<b>272.5</b>	+41.1

<b>SIA</b>	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase/ Decrease
Net Sales	<b>\$2,262</b>	<b>\$3,748</b>	+1,486
Operating Income	<b>100</b>	<b>94</b>	<b>-6</b>
Net Income	<b>56</b>	<b>57</b>	+1
Subaru Production (Thousand units)	<b>104.3</b>	<b>164.8</b>	+60.5

# Non-Operating Income and Expenses

(100 million yen)

	Actual Results FYE March 2010	Actual Results FYE March 2011	Increase /Decrease
<b>Non-Operating Income</b>	<b>46</b>	<b>74</b>	<b>+28</b>
Interest and dividends income	17	19	+2
Equity in earnings of affiliates	11	26	+15
<b>Non-Operating Expenses</b>	<b>95</b>	<b>93</b>	<b>-3</b>
Interest expenses	49	45	-4
<b>Net</b>	<b>-50</b>	<b>-19</b>	<b>+31</b>
<b>Financial Revenue and Expenditure</b>	<b>-32</b>	<b>-26</b>	<b>+7</b>
<b>FOREX Effects</b>	<b>-1</b>	<b>-4</b>	<b>-3</b>
Net of gain and loss on valuation of derivatives	-2	6	+7
Net of FOREX gains and losses	1	-10	-11

# Extraordinary Income and Loss

(100 million yen)

	Actual Results FYE March 2010	Actual Results FYE March 2011	Increase /Decrease
<b>Extraordinary Income</b>	<b>12</b>	<b>28</b>	<b>+16</b>
<b>Extraordinary Loss</b>	<b>240</b>	<b>219</b>	<b>-21</b>
Loss on sales and retirement of noncurrent assets	34	15	-18
Impairment loss	179	15	-164
Loss on disaster	-	74	+74
Loss on sales of investment securities	2	2	+0
Loss on valuation of investment securities	5	4	-1
Loss on prior periods adjustment	-	61	+61
Loss on abandonment of inventories	12	-	-12
Loss on adjustment for changes of accounting standard for asset retirement obligations	-	4	+4
Loss on reconstruction of office building	-	7	+7
Other	8	38	+29
<b>Net</b>	<b>-228</b>	<b>-190</b>	<b>+38</b>

# Consolidated Balance Sheets

(100 million yen)

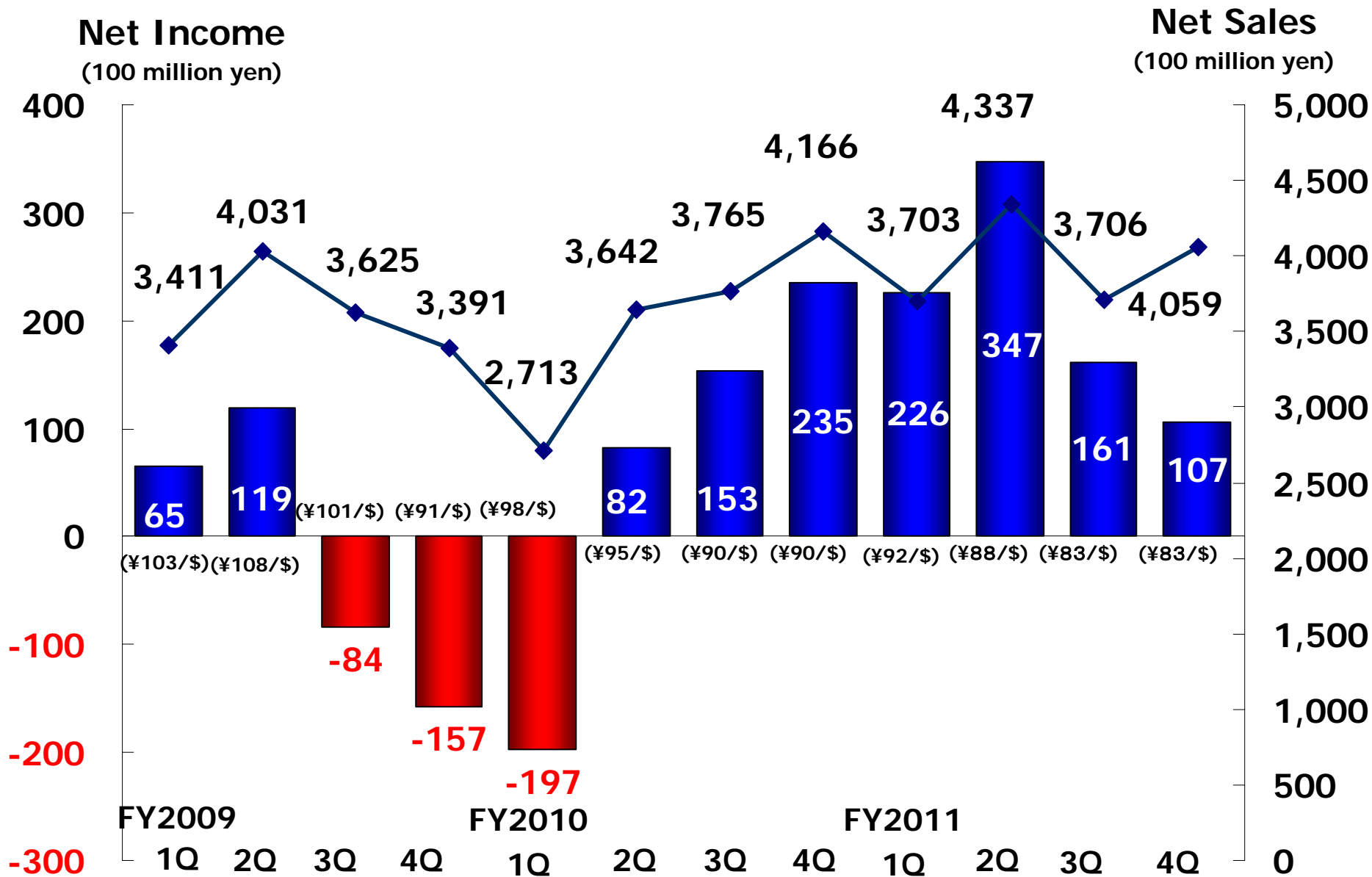
	As of March 31, 2010	As of March 31, 2011	Increase /Decrease
<b>Total Assets</b>	<b>12,314</b>	<b>11,883</b>	<b>-430</b>
Current Assets	6,389	6,103	-286
Noncurrent Assets	5,925	5,780	-145
<b>Interest Bearing Debts</b>	<b>3,676</b>	<b>3,306</b>	<b>-370</b>
<b>Net Assets</b>	<b>3,819</b>	<b>4,140</b>	<b>+321</b>
Retained Earnings	1,102	1,569	+468
Shareholder's Equity	3,806	4,127	+321
<b>Shareholders' Equity to Total Assets</b>	<b>30.9%</b>	<b>34.7%</b>	<b>+3.8%</b>
<b>D/E ratio</b>	<b>0.97</b>	<b>0.80</b>	<b>-0.17</b>

# Full Year : Consolidated Statements of Cash Flows

(100 million yen)

	Actual Results FYE March 2010	Actual Results FYE March 2011	Increase /Decrease
<b>Net Cash Provided by (used in) Operating Activities</b>	<b>1,767</b>	<b>1,382</b>	<b>-385</b>
<b>Net Cash Provided by (used in ) Investing Activities</b>	<b>-627</b>	<b>-511</b>	<b>+115</b>
<b>Free Cash Flows</b>	<b>1,141</b>	<b>871</b>	<b>-270</b>
<b>Net Cash Provided by (used in) Financing Activities</b>	<b>-186</b>	<b>-394</b>	<b>-208</b>
Effect of exchange rate change on cash and cash equivalents	-8	-115	-106
Net increase (decrease) in cash and cash equivalents	<b>947</b>	<b>362</b>	<b>-585</b>
Increase (Decrease) in cash and cash equivalents resulting from change of scope of consolidation	2	-	-2
<b>Cash and Cash Equivalents at End of Period</b>	<b>1,915</b>	<b>2,277</b>	<b>+362</b>

# Net Sales & Operating Income <Appendix>





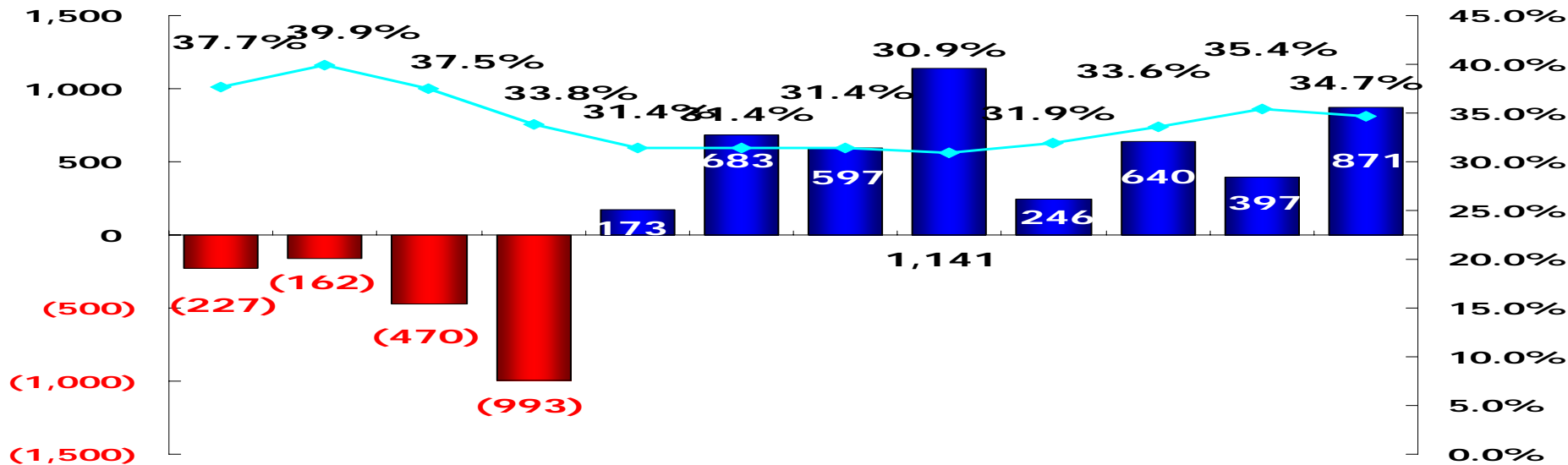


# Free Cash Flows & Shareholders' Equity to Total Assets <Appendix>

**FCF**  
(100 million yen)

**Shareholders' Equity to Total Assets**

Jun. 2008    Sep.    Dec.    Mar. 2009    Jun.    Sep.    Dec.    Mar. 2010    Jun.    Sep.    Dec.    Mar. 2011



**FY2009**

1Q    2Q    3Q    Full Year  
6months    9months

**FY2010**

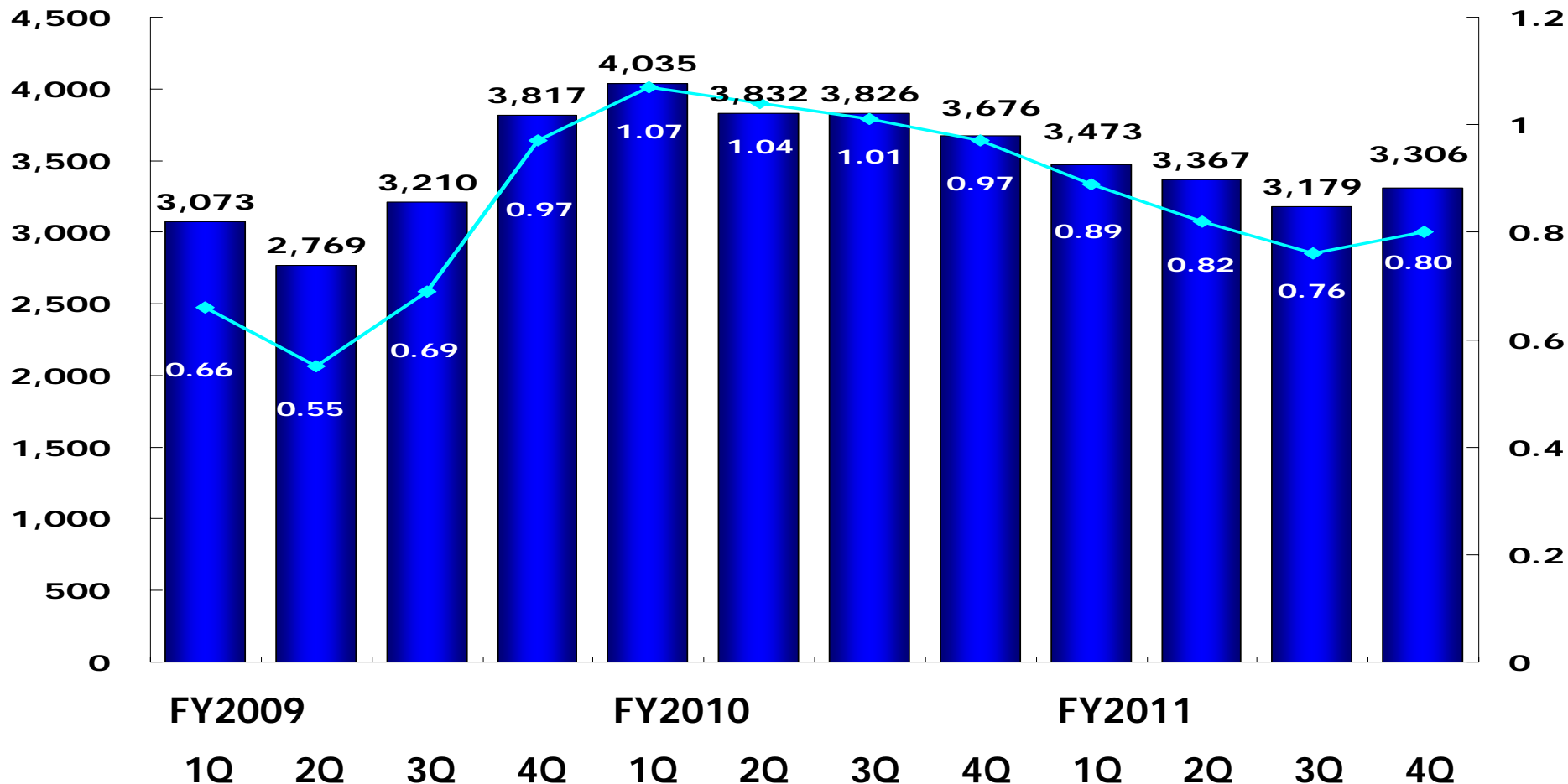
1Q    2Q    3Q    Full Year  
6months    9months

**FY2011**

1Q    2Q    3Q    Full Year  
6months    9months

**Interest Bearing Debts**  
(100 million yen)

**D/E ratio**



# Full Year : Non-Consolidated Automobile Sales

## <Appendix>

(Thousand Units)

	<u>Actual Results</u> FYE March 2010	<u>Actual Results</u> FYE March 2011	Increase /Decrease
<b>Domestic Production</b>	<b>452.7</b>	<b>458.8</b>	<b>+6.0</b>
<b>Domestic Sales</b>	<b>177.5</b>	<b>163.4</b>	<b>-14.0</b>
Passenger Car	80.3	70.7	-9.6
Minicar	97.2	92.8	-4.5
<b>Number of Vehicles exported</b>	<b>279.7</b>	<b>330.7</b>	<b>+51.0</b>
<b>Components for Overseas Production</b>	<b>113.6</b>	<b>163.5</b>	<b>+49.9</b>
<b>Total</b>	<b>570.8</b>	<b>657.6</b>	<b>+86.8</b>

# 4Q : Consolidated Automobile Sales

## <Appendix>

(Thousand Units)

		<u>Actual Results</u> 4Q FYE March 2010	<u>Actual Results</u> 4Q FYE March 2011	Increase /Decrease
	Passenger Car	25.0	18.4	-6.6
	Minicar	27.4	21.5	-5.9
<b>Domestic Total</b>		<b>52.4</b>	<b>39.9</b>	<b>-12.4</b>
	U.S.	66.2	75.1	+8.8
	Canada	5.1	5.1	+0
	Russia	1.0	4.0	+3.0
	Europe	10.3	12.3	+2.0
	Australia	10.2	8.4	-1.7
	China	14.2	17.2	+3.0
	Others	6.2	6.9	+0.7
<b>Overseas Total</b>		<b>113.2</b>	<b>129.0</b>	<b>+15.9</b>
<b>Total</b>		<b>165.5</b>	<b>169.0</b>	<b>+3.4</b>

# 4Q : Consolidated Statements of Income

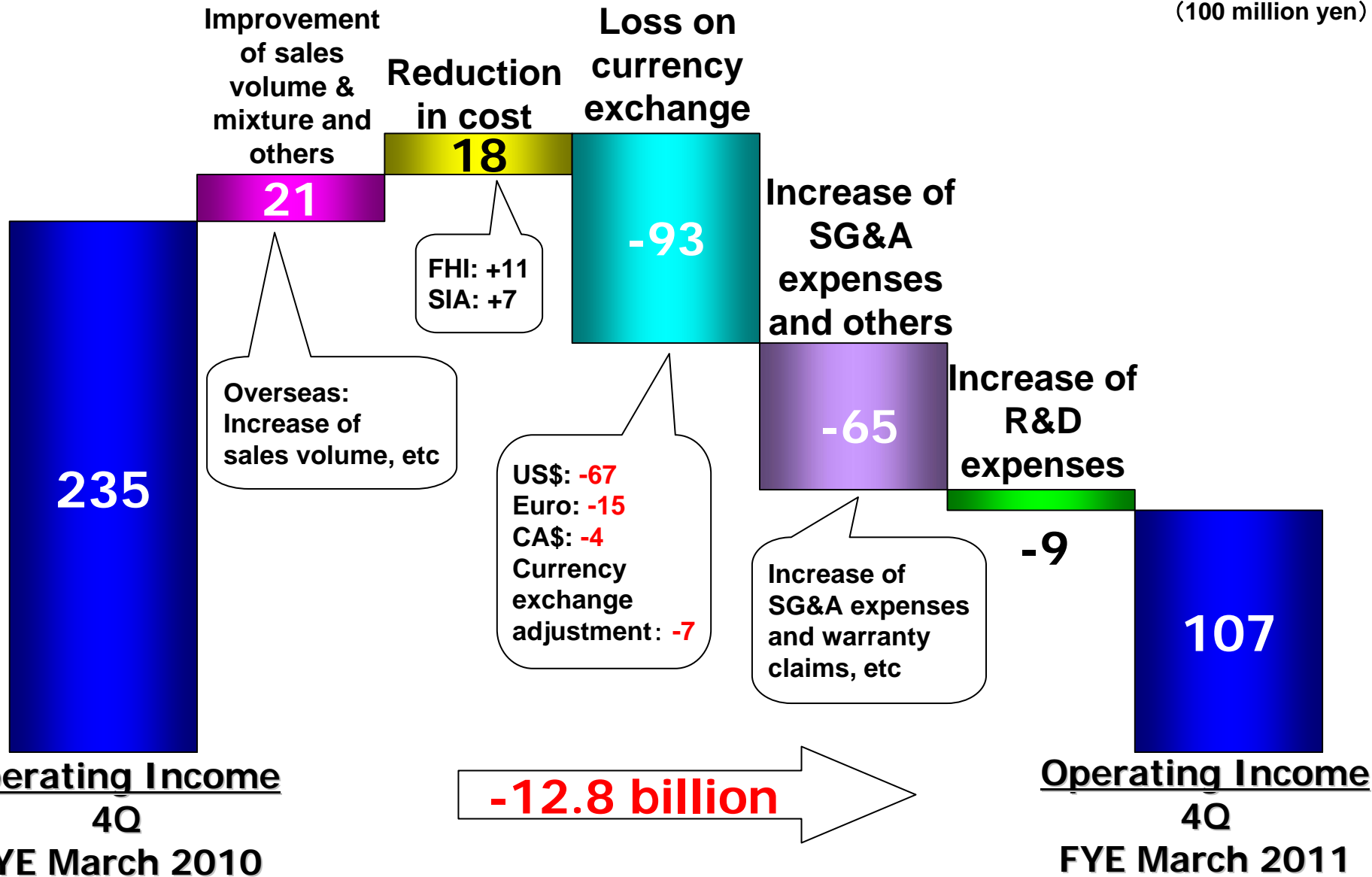
## <Appendix>

(100 million yen)

	<u>Actual Results</u> 4Q FYE March 2010	<u>Actual Results</u> 4Q FYE March 2011	Increase /Decrease
<b>Net Sales</b>	<b>4,166</b>	<b>4,059</b>	<b>-107</b>
Domestic	1,585	1,175	-410
Overseas	2,581	2,884	+303
<b>Operating Income</b>	<b>235</b>	<b>107</b>	<b>-128</b>
<b>Ordinary Income</b>	<b>206</b>	<b>74</b>	<b>-131</b>
Income/Loss Before Income Taxes and Minority Interests	<b>39</b>	<b>-91</b>	<b>-130</b>
<b>Net Income/Loss</b>	<b>-12</b>	<b>-81</b>	<b>-69</b>
FHI Exchange Rate	¥90/\$	¥83/\$	-¥7/\$

# 4Q : Analysis of Increase and Decrease in Operating Income Changes <Appendix>

(100 million yen)



# Capex / Depreciation / R&D <Appendix>

(100 million yen)

	<u>Actual Results</u> FYE March 2008	<u>Actual Results</u> FYE March 2009	<u>Actual Results</u> FYE March 2010 <b>(a)</b>	<u>Actual Results</u> FYE March 2011 <b>(b)</b>	Increase/ Decrease <b>(b)-(a)</b>
<b>Capex</b>	<b>563</b>	<b>580</b>	<b>561</b>	<b>431</b>	<b>-131</b>
<b>Depreciation</b>	<b>655</b>	<b>651</b>	<b>571</b>	<b>498</b>	<b>-73</b>
<b>R&amp;D</b>	<b>520</b>	<b>428</b>	<b>372</b>	<b>429</b>	<b>+57</b>
<b>Interest Bearing Debt</b>	<b>3,045</b>	<b>3,817</b>	<b>3,676</b>	<b>3,306</b>	<b>-370</b>

## <Appendix> Difference from Previous Outlook





# Full Year : Consolidated Automobile Sales Plan (Feb. 2011) vs. Actual Results <Appendix>

(Thousand Units)

	<u>Plan</u> FYE March 2011 (Feb, 2011)	<u>Actual Results</u> FYE March 2011	Increase/ Decrease
Passenger Car	70.2	68.1	-2.1
Minicar	90.4	90.0	-0.4
<b>Domestic Total</b>	<b>160.7</b>	<b>158.1</b>	<b>-2.6</b>
U.S.	278.7	279.0	+0.3
Canada	28.1	28.1	±0
Russia	11.4	11.3	-0.1
Europe	49.3	48.2	-1.1
Australia	42.4	41.2	-1.3
China	63.6	62.4	-1.2
Others	29.2	28.7	-0.5
<b>Overseas Total</b>	<b>502.7</b>	<b>498.9</b>	<b>-3.8</b>
<b>Total</b>	<b>663.4</b>	<b>657.0</b>	<b>-6.4</b>

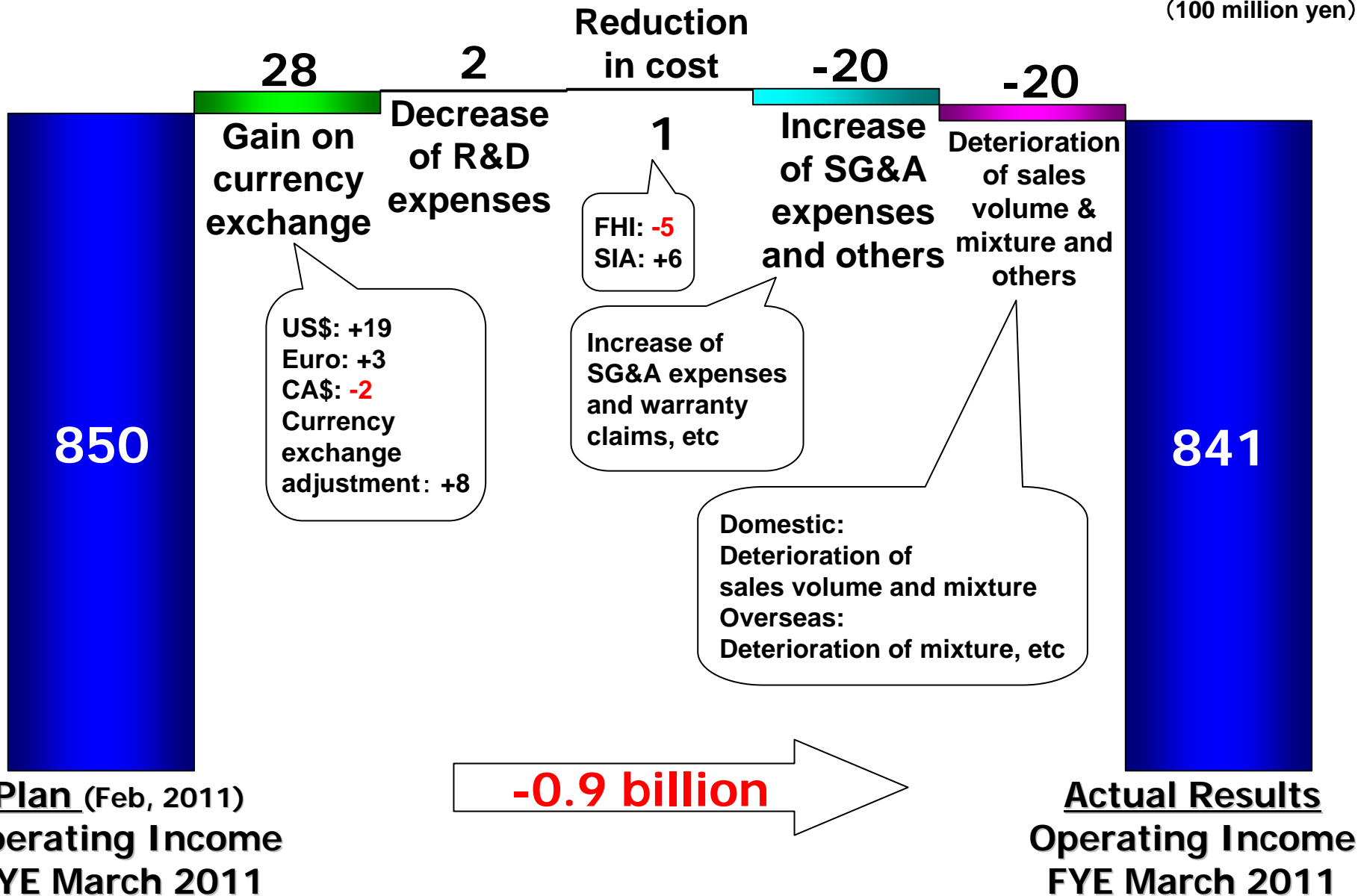
# Full Year : Consolidated Statements of Income Plan (Feb. 2011) vs. Actual Results <Appendix>

(100 million yen)

	<u>Plan</u> FYE March 2011 (Feb, 2011)	<u>Actual Results</u> FYE March 2011	Increase/ Decrease
<b>Net Sales</b>	<b>16,000</b>	<b>15,806</b>	<b>-194</b>
Domestic	4,800	4,673	-127
Overseas	11,200	11,132	-68
<b>Operating Income</b>	<b>850</b>	<b>841</b>	<b>-9</b>
<b>Ordinary Income</b>	<b>840</b>	<b>822</b>	<b>-18</b>
Income Before Income Taxes and Minority Interests	<b>750</b>	<b>632</b>	<b>-118</b>
<b>Net Income</b>	<b>630</b>	<b>503</b>	<b>-127</b>
FHI Exchange Rate	¥86/\$	¥86/\$	±0

# Full Year : Analysis of Increase and Decrease in Operating Income Changes Plan (Feb, 2011) vs. Actual Results <Appendix>

(100 million yen)



Plan (Feb, 2011)  
 Operating Income  
 FYE March 2011

Actual Results  
 Operating Income  
 FYE March 2011



*Thank you !*