

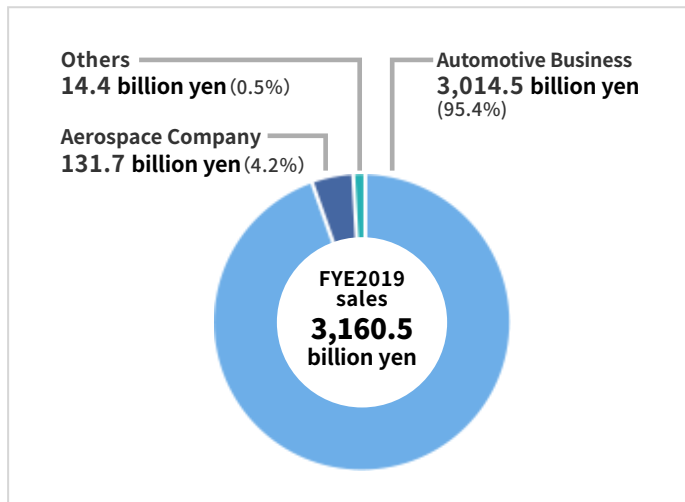


Corporate Overview (As of March 31, 2019)

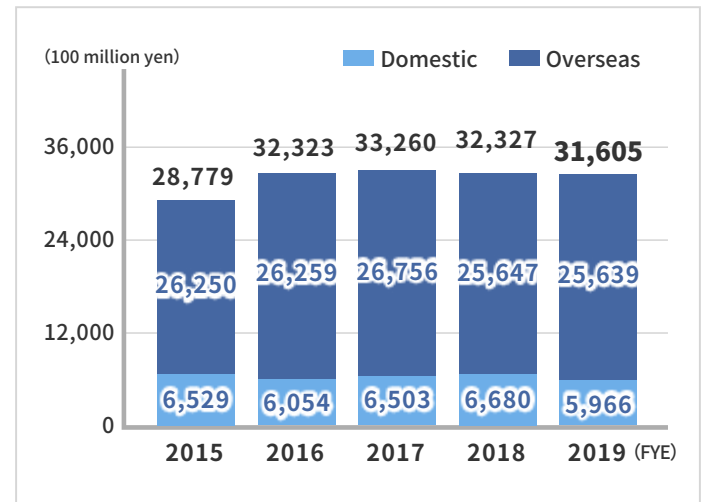
| | |
|----------------------------|---|
| Name | SUBARU CORPORATION |
| Established | July 15, 1953 |
| Paid-in Capital | 153,800 million yen |
| Number of Employees | 34,200 (Consolidated) 15,274 (Non-consolidated) |
| Head Office | Ebisu Subaru Bldg. 1-20-8, Ebisu, Shibuya-ku, Tokyo 150-8554 Main Listed Number: +81-3-6447-8000 |
| Sales | 3,160.5 billion yen (Consolidated) 1,929.8 billion yen (Non-consolidated) |
| Operating Income | 195.5 billion yen (Consolidated) 79.8 billion yen (Non-consolidated) |
| Ordinary Income | 196.2 billion yen (Consolidated) 82.6 billion yen (Non-consolidated) |
| Net Income | 147.8 billion yen (Consolidated) 68.0 billion yen (Non-consolidated) |

* The figures from “Sales” through “Net Income” are of FYE2019.

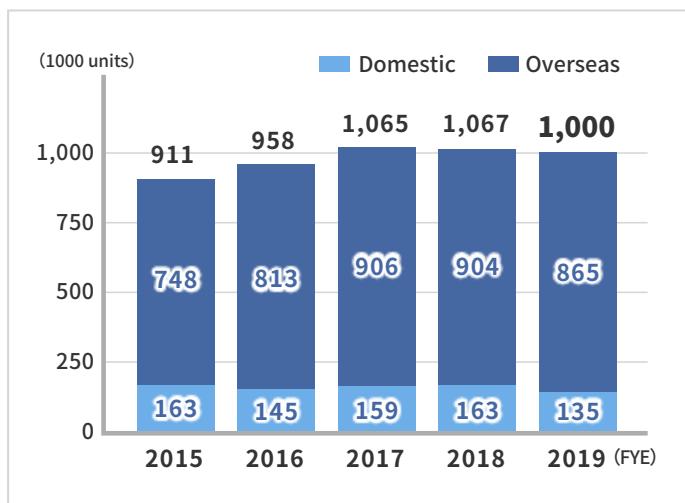
FYE2019 Sales by Division/Company



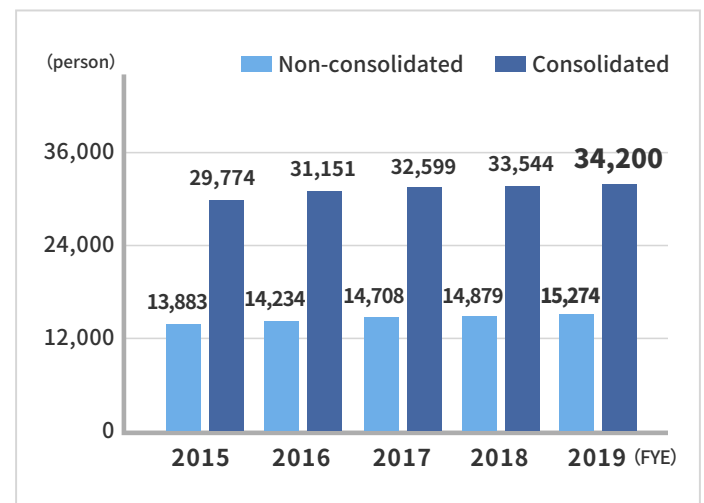
Trends in Sales



Trends in Sales Volume



Trends in the Number of Employees

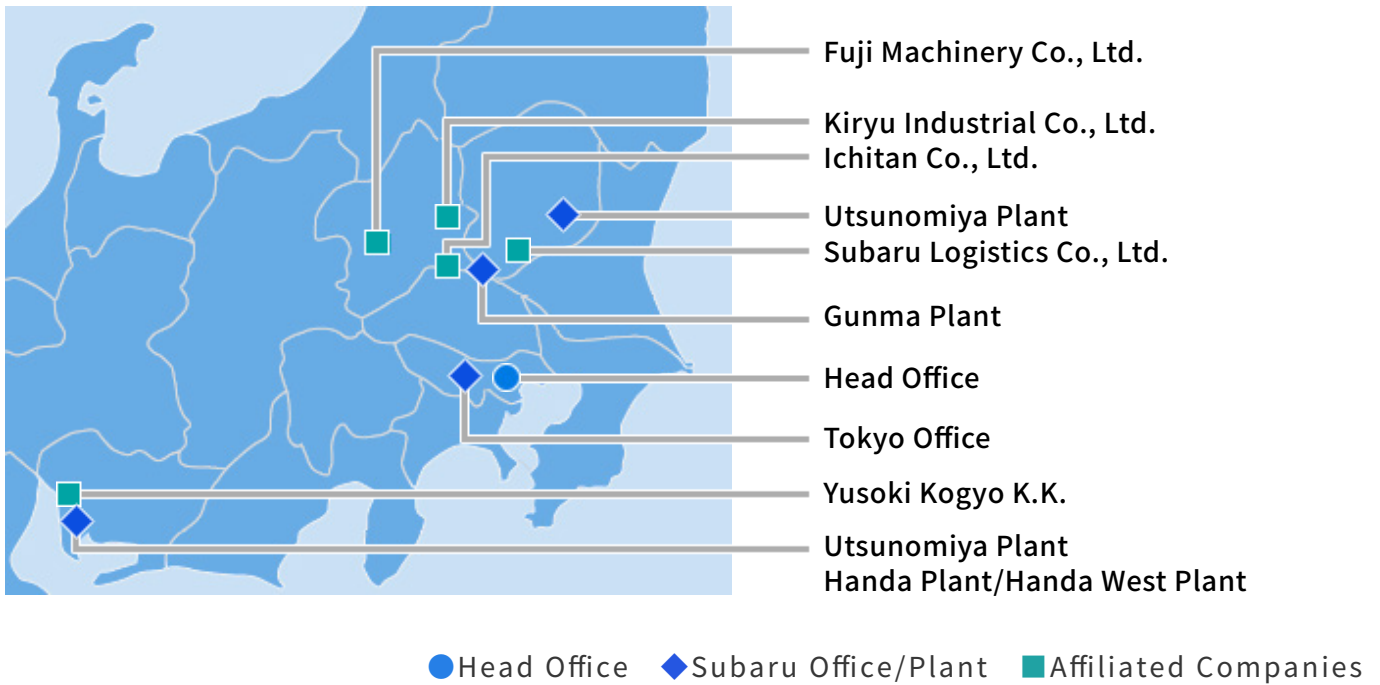


Note: Effective from FYE March 2019, the Company changed its accounting policy. (In the new method, sales incentives are deducted from sales.) The new policy has been retroactively applied to FYE March 2018 results.

Note: Due to rounding, the sum of % may not exactly match the total.

Main Business Sites

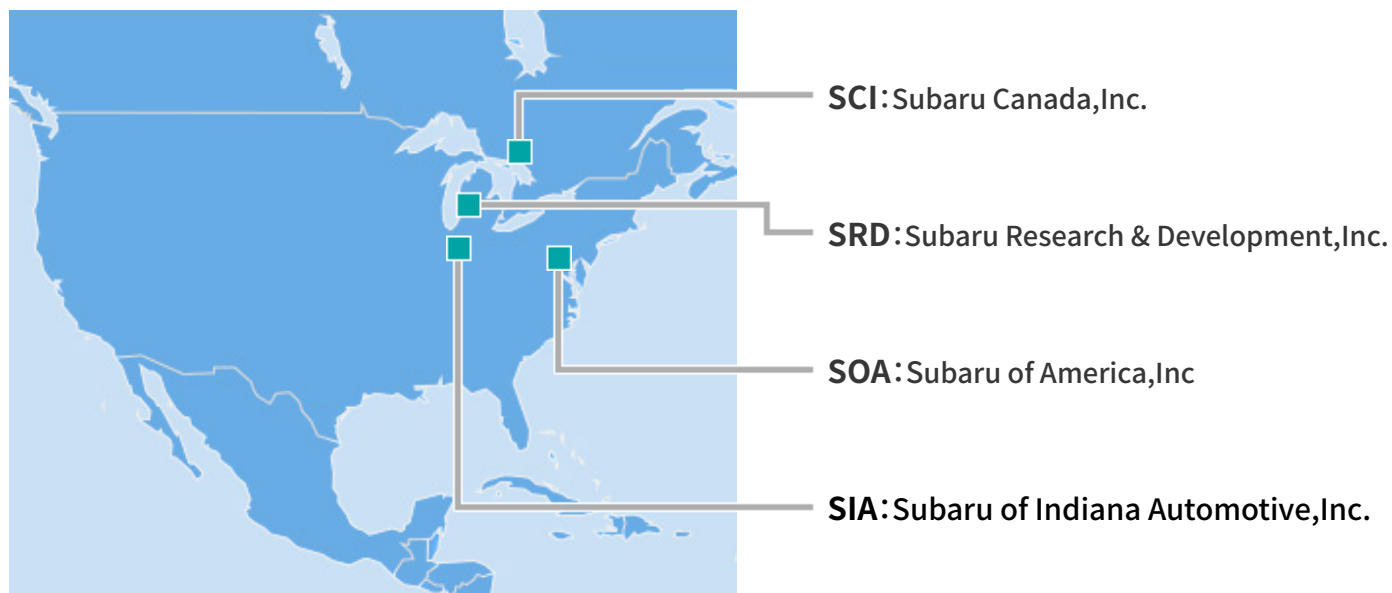
Subaru and Its Domestic Affiliated Companies



| | | |
|--|--|---------------------------------------|
| > Fuji Machinery Co., Ltd. ☐ | > Kiryu Industrial Co., Ltd. ☐ | > Ichitan Co., Ltd. ☐ |
| Utsunomiya Plant* | > Subaru Logistics Co., Ltd. ☐ | Gunma Plant |
| Head Office | Tokyo Office | > Yusoki Kogyo K.K. ☐ |
| Utsunomiya Plant | | |
| Handa Plant/Handa West Plant | | |

> Please see here for more details of domestic affiliated companies.

Overseas Affiliated Companies



● Head Office ◆ Subaru Office/Plant ■ Affiliated Companies

> **SCI** : Subaru Canada, Inc. 

SRD : Subaru Research & Development, Inc.

> **SOA** : Subaru of America, Inc. 

> **SIA** : Subaru of Indiana Automotive, Inc. 

> [Please see here for more details of overseas affiliated companies.](#)

* In this report, production site of the Aerospace Company may be referred to as Utsunomiya Plant.