

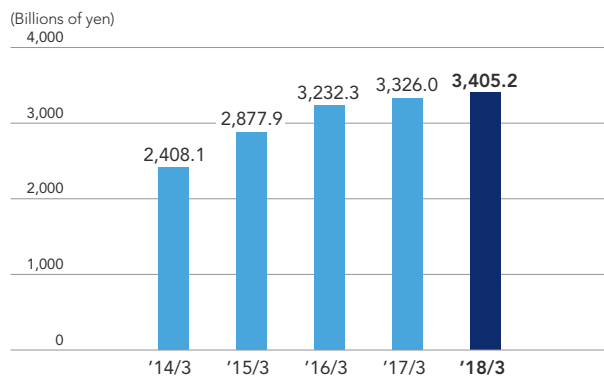
Financial and Non-Financial Highlights

Years ended March 31

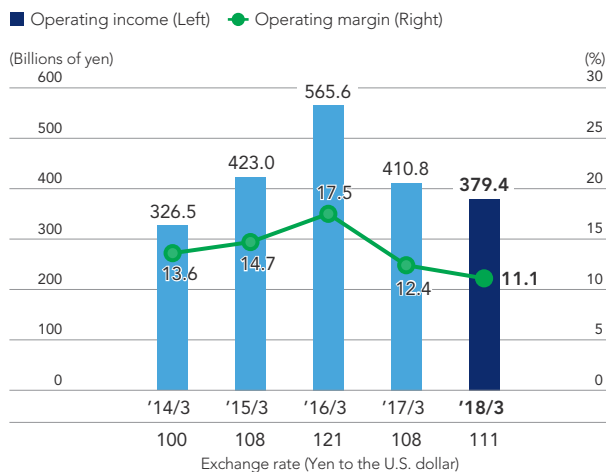
Financial Highlights

SUBARU CORPORATION and its consolidated subsidiaries

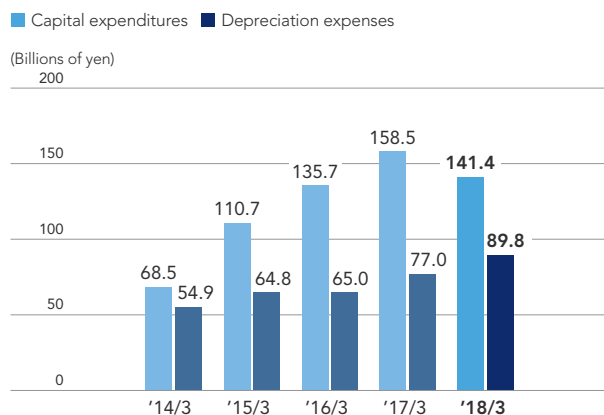
Net Sales



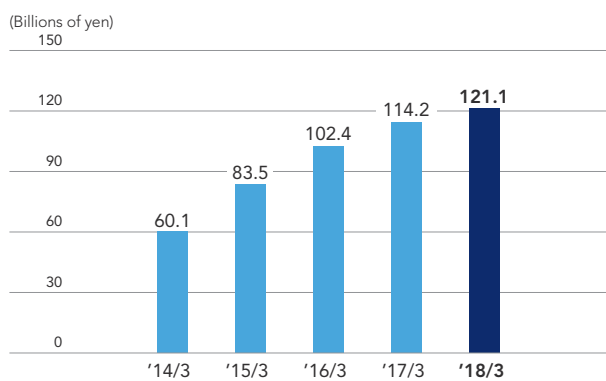
Operating Income/Operating Margin



Capital Expenditures/Depreciation Expenses

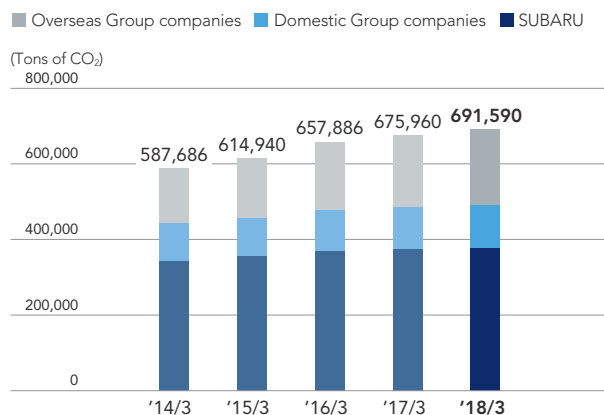


R&D Expenses

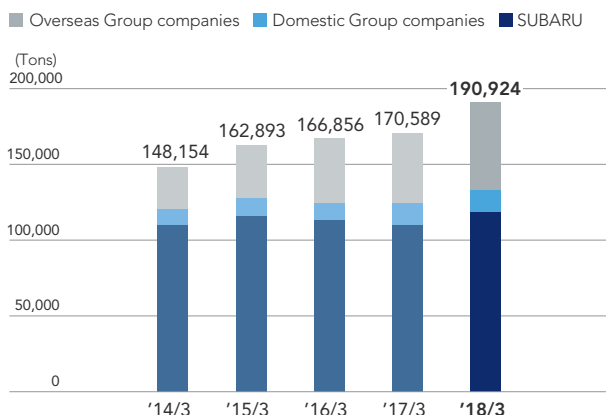


Non-Financial Highlights

CO₂ Emissions

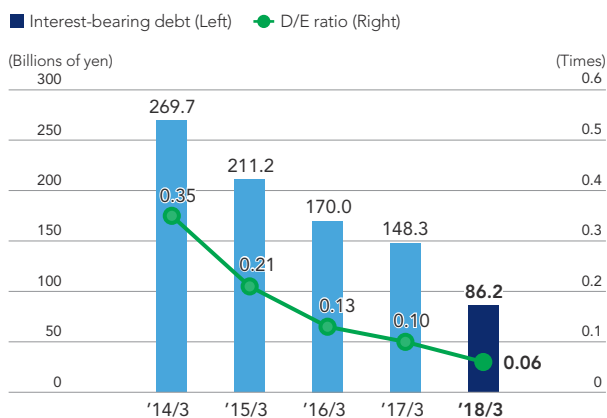


Waste Generation

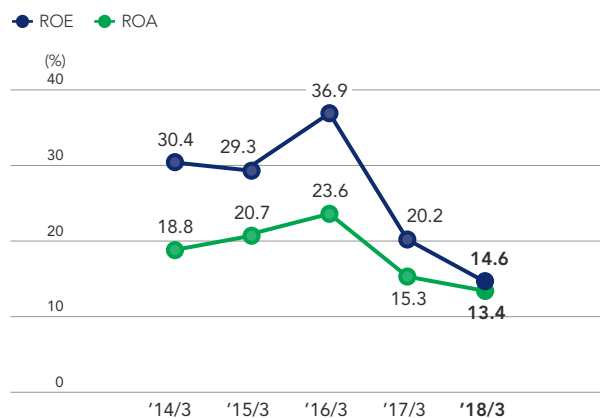


*Includes scrap metal sold

Interest-Bearing Debt/D/E Ratio

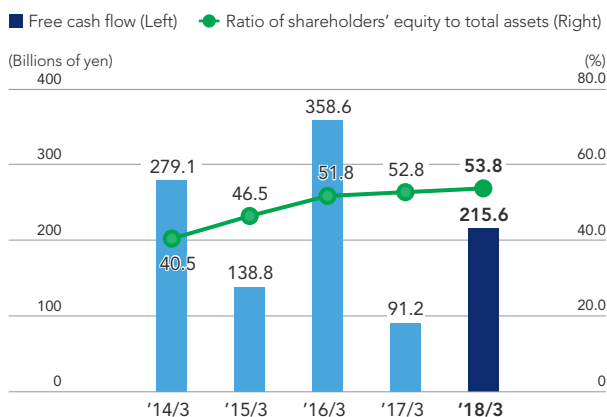


ROE/ROA

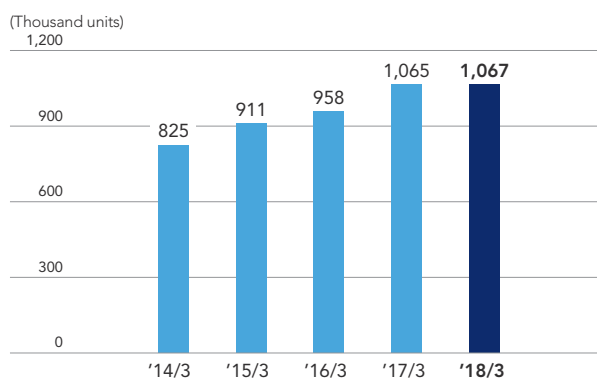


*ROA = Operating income / Total assets (average at the beginning and end of the term)

Free Cash Flow/ Ratio of Shareholders' Equity to Total Assets

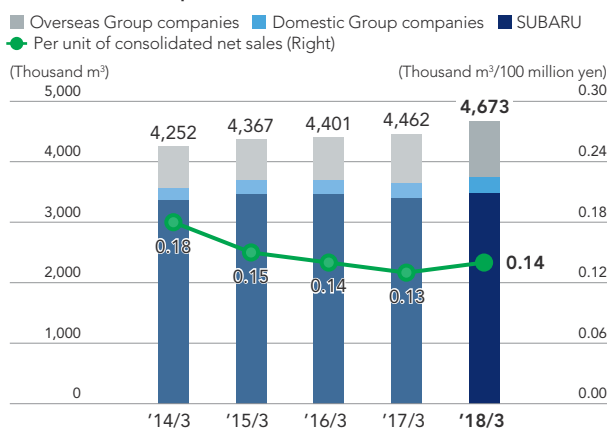


Consolidated Unit Sales

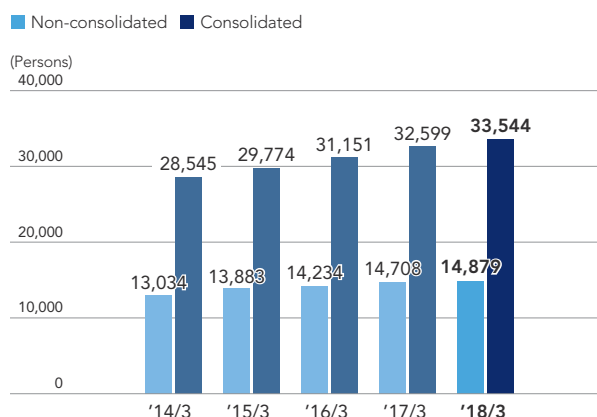


*Automobile unit sales of SUBARU CORPORATION and its consolidated subsidiaries

Water Consumption



Number of Employees



*Excluding executive officers, advisors and dispatches