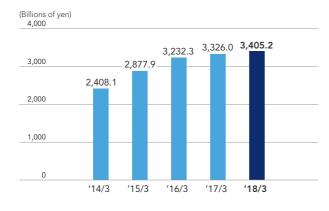
Financial and Non-Financial Highlights

Years ended March 31

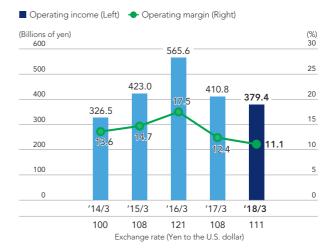
Financial Highlights

SUBARU CORPORATION and its consolidated subsidiaries

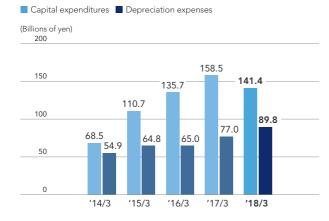
Net Sales



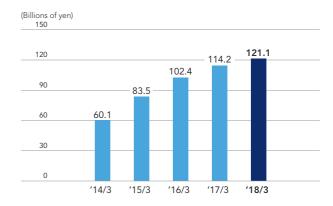
Operating Income / Operating Margin



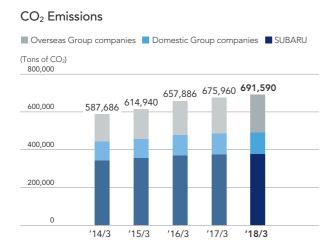
Capital Expenditures / Depreciation Expenses



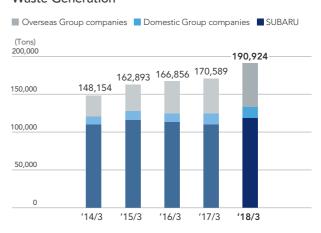
R&D Expenses



Non-Financial Highlights



Waste Generation



*Includes scrap metal sold

Interest-Bearing Debt/D/E Ratio

■ Interest-bearing debt (Left) ◆ D/E ratio (Right)



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

■ Free cash flow (Left) ◆ Ratio of shareholders' equity to total assets (Right)

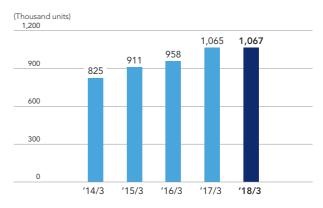


ROE/ROA



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

Consolidated Unit Sales



^{*}Automobile unit sales of SUBARU CORPORATION and its consolidated subsidiaries

Water Consumption ■ Overseas Group companies ■ Domestic Group companies ■ SUBARU - Per unit of consolidated net sales (Right) (Thousand m³/100 million yen) 0.30 (Thousand m³) 5,000 4,673 4,401 4,462 4,367 4.252 4,000 0.24 3,000 0.18 0.14 2,000 0.12 1,000 0.06 0 0.00 '14/3 '15/3 '16/3 ′17/3 '18/3

Number of Employees ■ Non-consolidated ■ Consolidated (Persons) 40,000 33,544 32,599 28,545 29,774 31,151 30,000 20,000 14,87<mark>9</mark> 14,708 14,234 13,883 13,034 10,000 0

'16/3

15/3

'14/3

18/3

^{*}Excluding executive officers, advisors and dispatches