

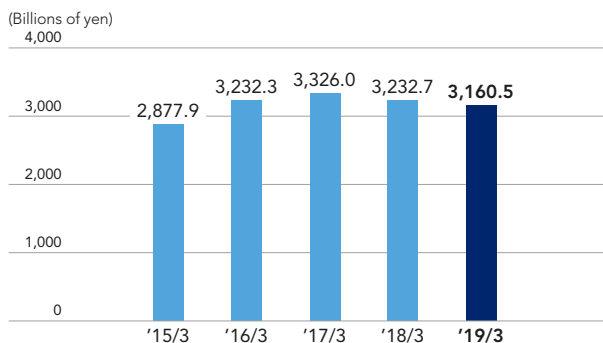
Financial and Non-Financial Highlights

Years ended March 31

Financial Highlights

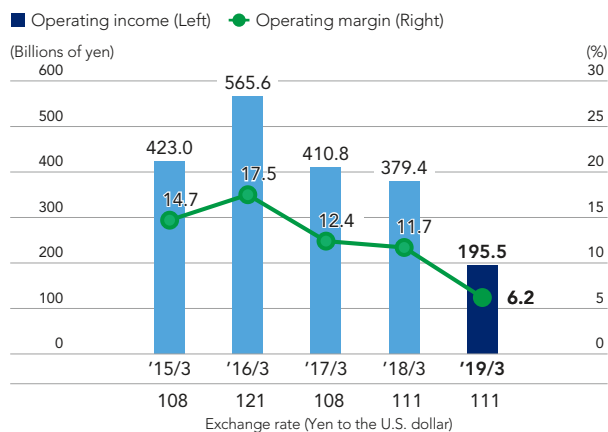
SUBARU CORPORATION and its consolidated subsidiaries

Net Sales

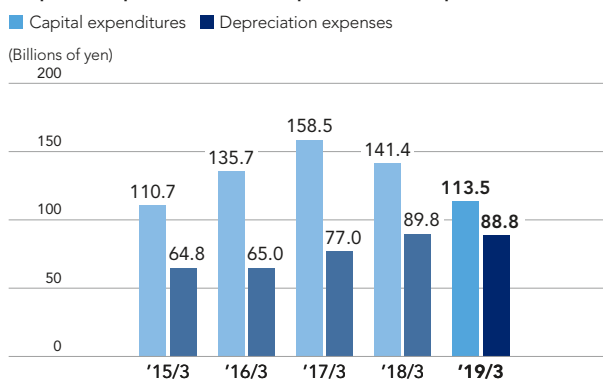


* Change of accounting policy effective from FYE March 2019 (deduction of sales incentives from net sales)
Retroactively applied to the figures for FYE March 2018

Operating Income / Operating Margin

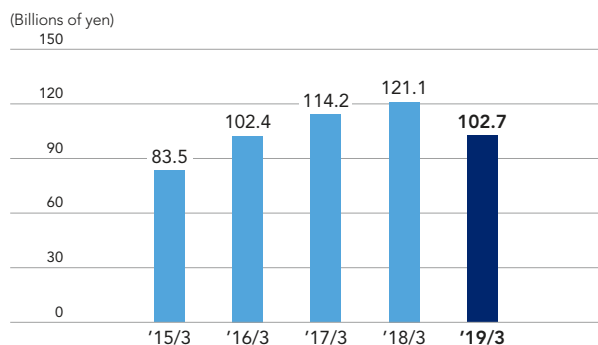


Capital Expenditures / Depreciation Expenses



* Accompanying a change in accounting policy effective from the FYE March 2019, change of depreciation method for certain tangible fixed assets of the Company and its major domestic consolidated subsidiaries from the declining-balance method to the straight-line method

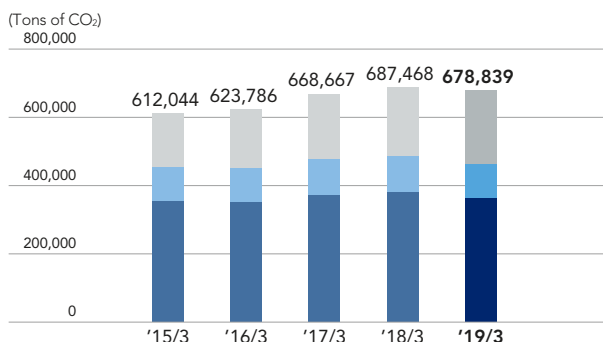
R&D Expenses



Non-Financial Highlights

Direct CO₂ Emissions (Scope 1 and Scope 2)

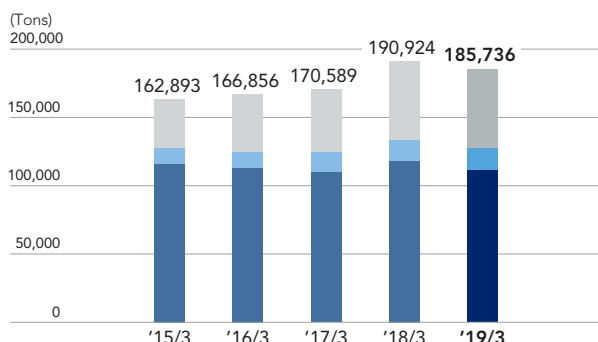
Overseas Group companies (Grey) Domestic Group companies (Light Blue) SUBARU (Dark Blue)



* Beginning in FYE March 2019, the reporting basis of SUBARU's CO₂ emissions has changed from "non-adjusted greenhouse gas emissions" to "adjusted greenhouse gas emissions," which are based on the Act on Promotion of Global Warming Countermeasures. The change has been retroactively applied to emissions since FYE March 2015. CO₂ reduction initiatives are described on page 45

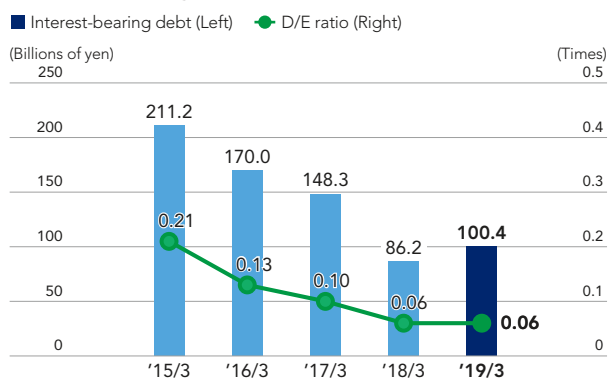
Waste Generation

Overseas Group companies (Grey) Domestic Group companies (Light Blue) SUBARU (Dark Blue)

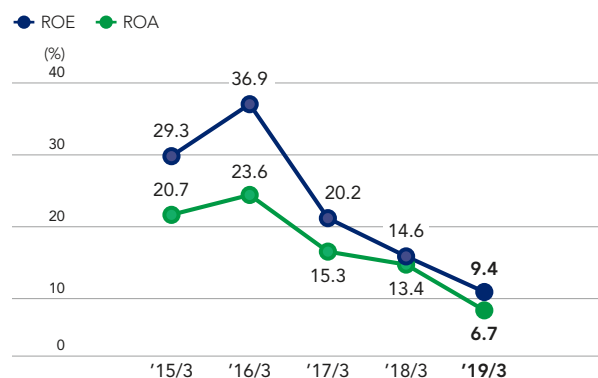


* Includes scrap metal sold

Interest-Bearing Debt / D/E Ratio

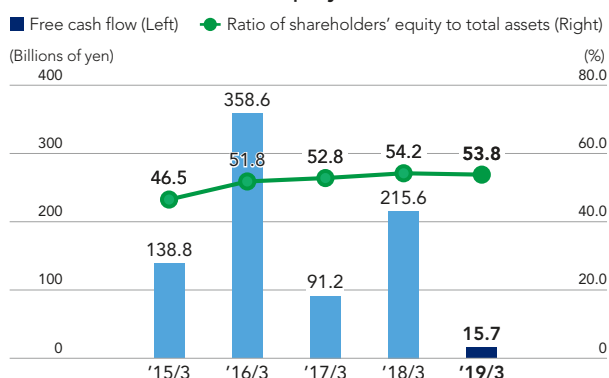


ROE / ROA



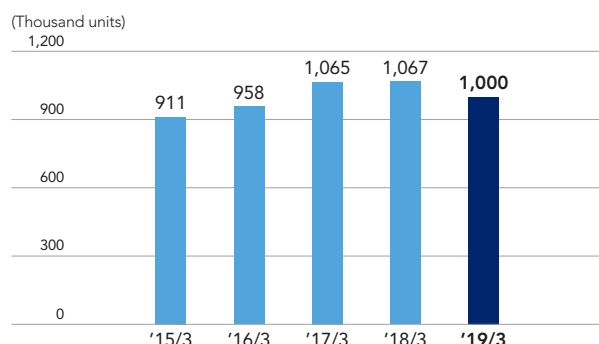
* ROA = Operating income / Total assets
(average at the beginning and end of the term)

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



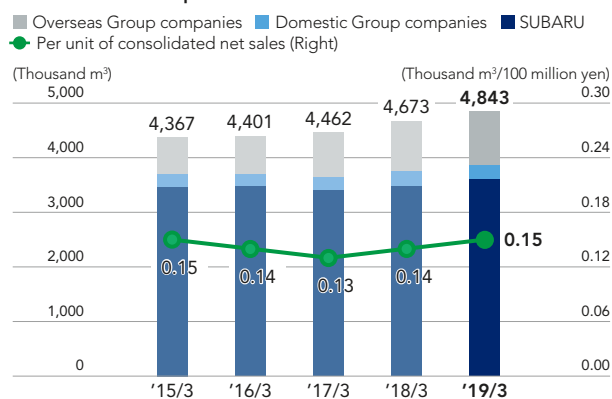
* Application of Partial Amendments to Accounting Standard for Tax Effect Accounting, effective from FYE March 2019
Retroactively applied to the figures for FYE March 2018

Consolidated Unit Sales

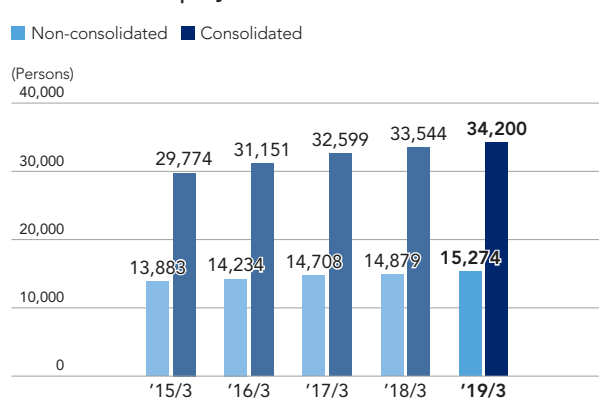


* Automobile unit sales of SUBARU CORPORATION and its consolidated subsidiaries

Water Consumption



Number of Employees



* Excluding executive officers, advisors, and dispatches