

Group Profile

Financial capital



Shareholders' equity*

¥1,366.3 billion

* Equity attributable to owners of the parent

Interest-bearing debt

¥905.6 billion

Human capital



Number of employees

79,974 people

Training hours per employee

13.1 hours

Intellectual capital



R&D expenses

¥125.7 billion

Number of patents held

25,968

Manufactured capital



Property, plant and equipment

¥779.7 billion

Capital investment

¥125.5 billion

Social and relationship capital



Social contribution expenses

¥1.2 billion

People undergoing human rights awareness training

1,360 people

Natural capital



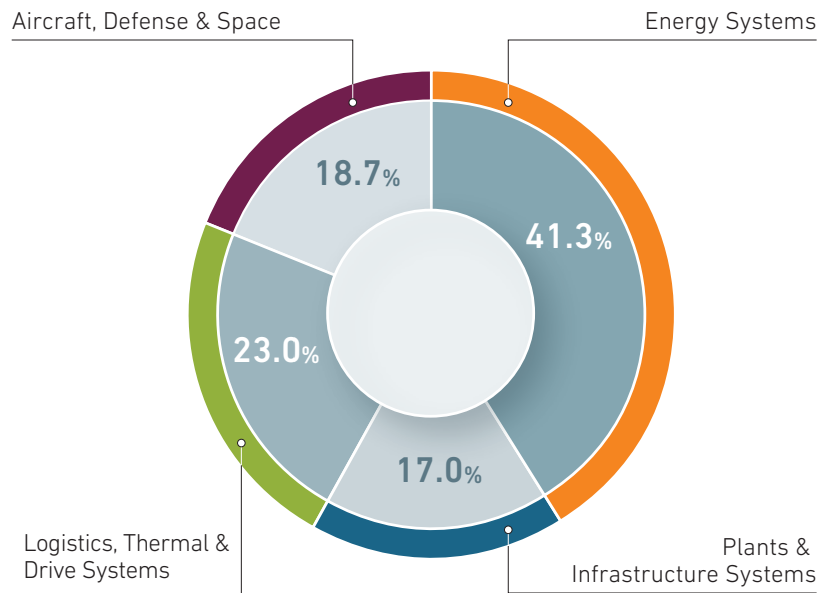
Renewable energy consumption

116 GWh

Water usage

7,410 thousand m³

► Composition of Revenue by Segment (FY 2020)



Energy Systems



Main Businesses

- Clean gas and steam power systems*
- Nuclear power systems
- Compressors
- Aero engines
- Marine machinery

*Includes GTCC, steam power and environmental plants

Plants & Infrastructure Systems



Main Businesses

- Commercial ships
- Engineering
- Environmental systems
- Metals machinery
- Machine tools
- Machinery systems

Logistics, Thermal & Drive Systems



Main Businesses

- Material handling systems
- Engines
- Turbochargers
- HVAC systems
- Automotive air-conditioners

Aircraft, Defense & Space



Main Businesses

- Commercial aircraft
- Defense aircraft
- Missile systems
- Naval ships
- Special vehicles (tanks)
- Maritime systems (torpedoes)
- Space systems