

Business Model / Important Performance (Financial & Non-financial Highlights)

Pursuing effective utilization and high added value for a variety of capital and resources

INPUTS

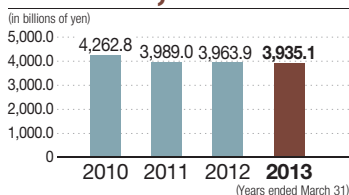
Investment of a variety of capital and resources



Financial capital [For details, see p. 13.](#)

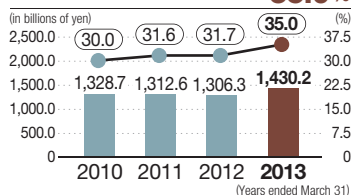
Total assets **Consolidated**

¥3,935.1 Billion



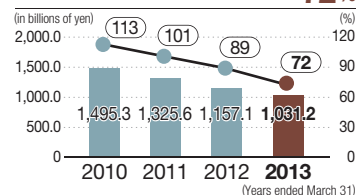
Net assets / Equity ratio **Consolidated**

Net assets **¥1,430.2 Billion**
Equity ratio **35.0%**



Debt with interest / D/E ratio **Consolidated**

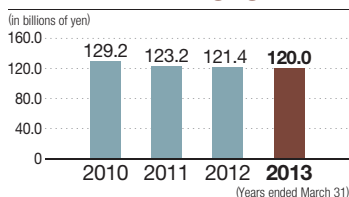
Debt with interest **¥1,031.2 Billion**
D/E ratio **72%**



Financial capital

Research and development expenditures **Consolidated**

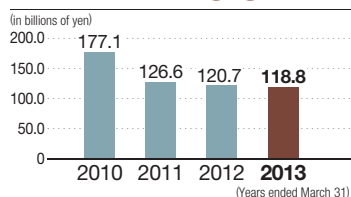
¥120.0 Billion



Manufactured capital

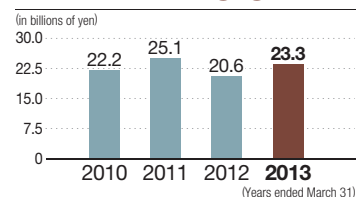
Capital investment **Consolidated**

¥118.8 Billion



Investment and costs for environmental preservation **Non-Consolidated**

¥23.3 Billion

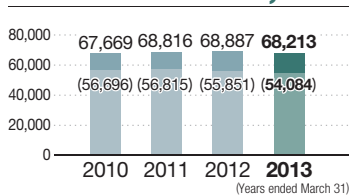


Human capital [For details, see pp. 55-56.](#)

Number of employees **Consolidated**

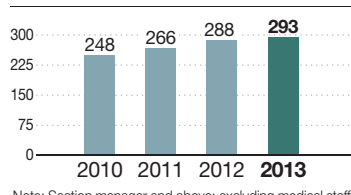
(Figures in parentheses indicate number of employees in Japan)

68,213



Number of female managers **Non-Consolidated**

293



Note: Section manager and above; excluding medical staff

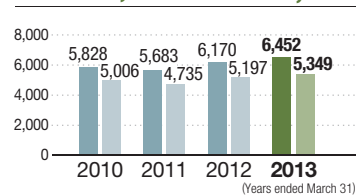


[For details, see p. 47.](#)

Intellectual capital

Number of patents held in Japan and overseas **Consolidated**

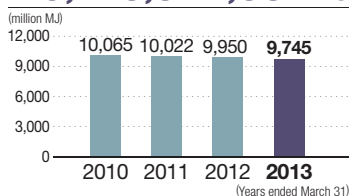
Domestic **6,452** Overseas **5,349**



Natural capital [For details, see p. 60.](#)

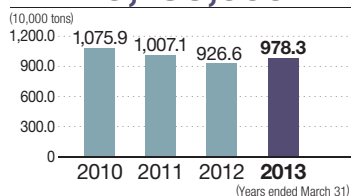
Energy consumption at production plants **Non-Consolidated**

9,745,342,381 MJ



Water usage in production plants **Non-Consolidated**

9,783,000 tons



[For details, see p. 57.](#)

Social and relationship capital

Social contribution expenses **Consolidated**

¥1,480 Million

