## Group Profile

### Financial capital
- **Shareholders’ equity***: ¥1,366.3 billion
- **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

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*S Equity attributable to owners of the parent.
Composition of Revenue by Segment (FY 2020)

Energy Systems: 41.3%
Aircraft, Defense & Space: 23.0%
Logistics, Thermal & Drive Systems: 18.7%
Plants & Infrastructure Systems: 17.0%

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