## Group Profile

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shareholders’ equity*</td>
<td>1,576.6 billion</td>
</tr>
<tr>
<td>Interest-bearing debt</td>
<td>734.9 billion</td>
</tr>
<tr>
<td>Number of employees</td>
<td>77,991 people</td>
</tr>
<tr>
<td>Training hours per employee</td>
<td>13.6 hours</td>
</tr>
<tr>
<td>R&amp;D expenses</td>
<td>113.6 billion</td>
</tr>
<tr>
<td>Number of patents held</td>
<td>25,654</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>790.2 billion</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>122.8 billion</td>
</tr>
<tr>
<td>Social contribution expenses</td>
<td>1.1 billion</td>
</tr>
<tr>
<td>People undergoing human rights awareness training</td>
<td>1,570 people</td>
</tr>
<tr>
<td>Renewable energy consumption</td>
<td>119 GWh</td>
</tr>
<tr>
<td>Water usage</td>
<td>6,820 thousand m³</td>
</tr>
</tbody>
</table>

* Equity attributable to owners of the parent
Composition of Revenue by Segment (FY2021)

### Energy Systems

**Main Businesses**
- Gas & steam power systems*
- Nuclear power systems
- Compressors
- Aero engines
- Marine machinery

* Includes GTCC, steam power and air quality control system

### Plants & Infrastructure Systems

**Main Businesses**
- Commercial ships
- Engineering
- Environmental systems
- Metals machinery
- 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