Eleven-year Summary

In scal 2018, the reportable segments were reorganized: the Aerospace segment and the jet engine business of the Gas Turbine & Machinery segment became the Aerospace Systems segment and the Plant & Infrastructure segment and the energy and marine-related businesses of the Gas Turbine & Machinery segment became the Energy System & Plant Engineering segment. Figures for scal 2017 onward are presented according to the reorganized segments.
 In scal 2008, the current Motorcycle & Engine segment was the Consumer Products & Machinery segment, and the current Precision Machinery segment was the Hydraulic Machinery segment. The robot-related business was included in the Consumer Products & Machinery segment in scal 2018, but from scal 2009 onward has been included in the Precision Machinery segment. In scal 2018, the Precision Machinery segment was renamed the Precision Machinery segment. Machinery & Robot segment.

^{3.} The construction machinery business was included in the Rolling Stock segment in scal 2008, and in the Other segment from scal 2009 onward. This business was sold in scal 2015.
4. EBIT = Income before income taxes + interest expense
5. Invested capital = Interest-bearing debt + shareholders' equity
6. Before-tax ROIC = EBIT / Invested capital at year-end
7.