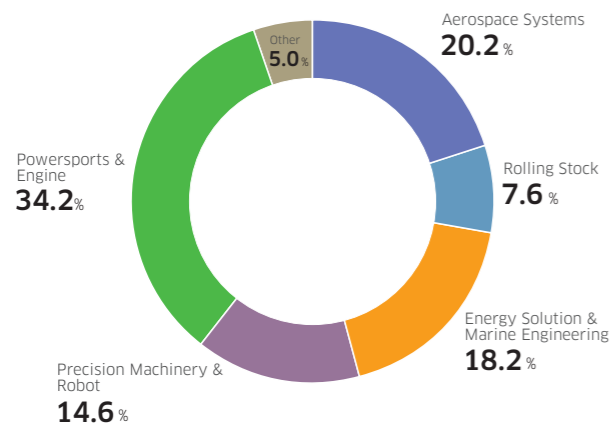
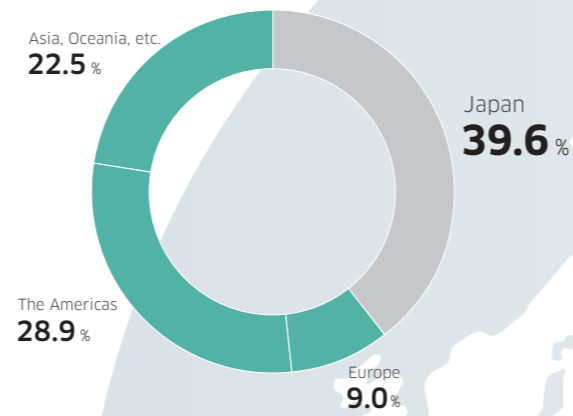


Our Businesses (Fiscal 2022)

Revenue
¥1,725.6 billion



Overseas revenue ratio
60.4%



Aerospace Systems
20.2%

Main Products

- Aircraft for the Japan Ministry of Defense
- Aircraft for commercial aircraft
- Commercial helicopters
- Missiles/Space equipment
- Jet engines
- Aerospace gearboxes



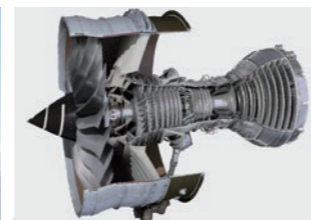
C-2 Transport Aircraft



H145/BK117 D-3



Boeing 787 Dreamliner
Photo provided by Boeing Company



Trent XWB-97
© Rolls-Royce plc

Rolling Stock
7.6%

Main Products

- Electric train cars (including Shinkansen [bullet trains] and new transit systems)
- Electric and diesel locomotives
- Passenger coaches
- Bogies



Dhaka MRT Line-6 cars for Dhaka Mass Transit Company Limited in Bangladesh



4000V-series subway cars for Yokohama City Transportation Bureau



6000V-series subway cars for Kobe City Transportation Bureau



H100-series railway cars for Hokkaido Railway Company

Energy Solution & Marine Engineering
18.2%

Main Products

Hydrogen and carbon neutral

- Shipping/receiving terminals
- Liquefied hydrogen tanks
- Onshore LNG tanks
- Carbon dioxide capture, utilization and storage (CCUS)

Energy

- Gas turbine cogeneration systems
- Gas and diesel engines for power generation
- Steam turbines
- Aerodynamic machinery
- Boiler plants
- Combined cycle power plants (CCPPs)

Plant

- Industrial plants (cement, fertilizer, and others)
- Municipal waste incineration plants
- Material handling systems
- Tunnel boring machines
- Crushing machines

Marine machinery

- Marine gas turbines/reduction gear
- Marine reciprocating engines
- Marine propulsion systems

Ship & offshore structure

- Gas carriers
- Liquefied hydrogen carriers
- Jetfoils
- Submarines



30MW-class gas turbine first shipped overseas



Natural gas combustion engine for shipping vessels equipped with hybrid propulsion system



Municipal waste incineration/biogas facilities for Kagoshima City's Nanbu (south) waste processing plant



Liquefied hydrogen cargo handling demonstration terminal and liquefied hydrogen carrier, *SUIISO FRONTIER*

Precision Machinery & Robot
14.6%

Main Products

- Hydraulic components for construction machinery
- Hydraulic components for agricultural machinery

- Hydraulic components and systems for industrial machinery
- Hydraulic steering gears for marine products

- Hydraulic deck machinery for marine products
- Industrial robots
- Medical and pharmaceutical robots



Hydraulic components for construction machinery



Hydrogen compressors



BX series spot welding robots for automobile body assembly lines



hinotari™ Surgical Robot System
©Tezuka Productions

Powersports & Engine
34.2%

Main Products

- Motorcycles
- Off-road four-wheelers (side by sides, all-terrain vehicles (ATVs))

- Personal watercraft (PWC)
- General-purpose gasoline engines



MULE PRO-FXT 1000



JET SKI® Ultra 310LX



ELIMINATOR



Ninja e-1 and Z e-1

Incorporated
1896

Founded
1878

Consolidated employees
38,254

Overseas
10,671

Domestic
27,583

Domestic production sites
17

Overseas production sites
23