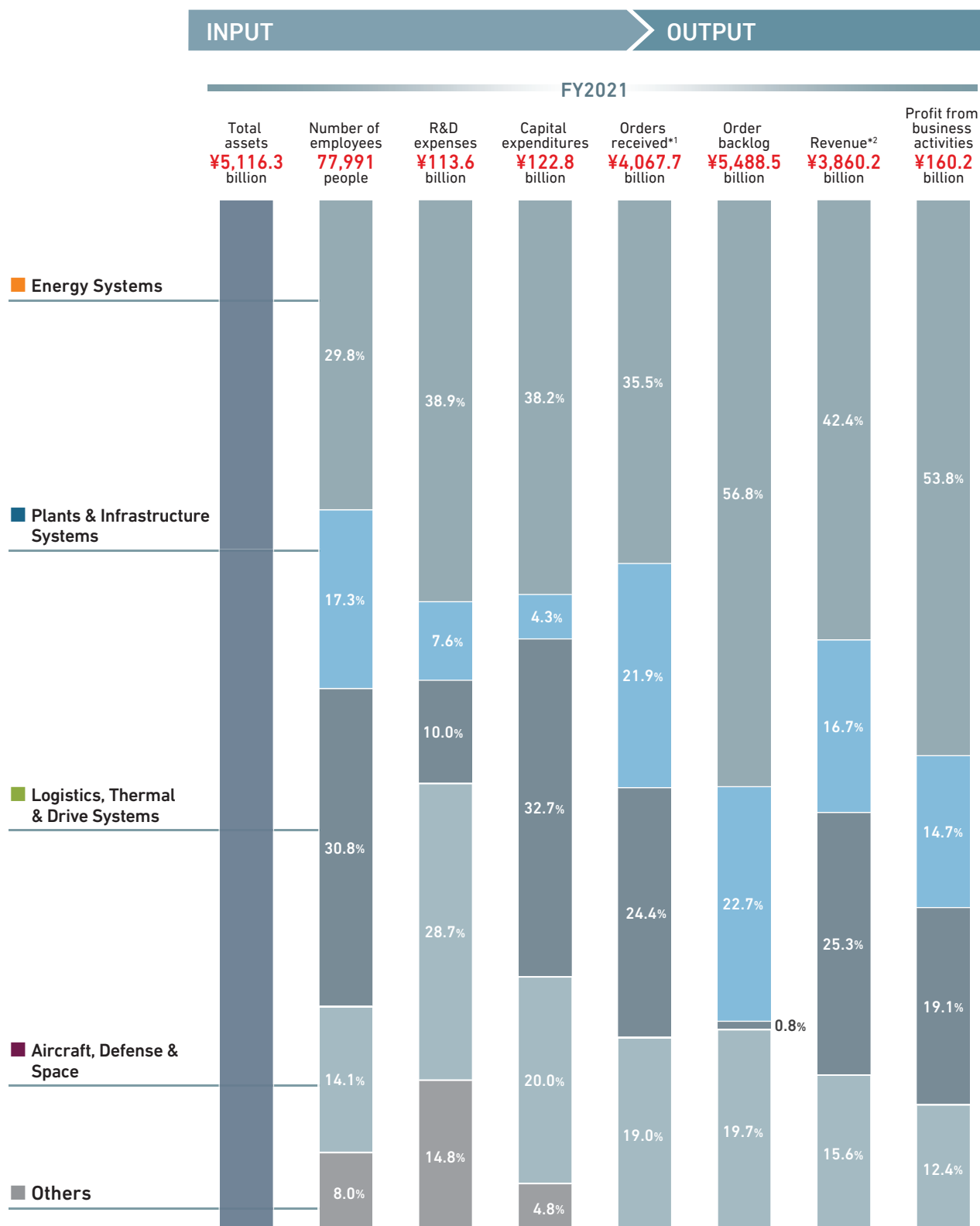


Overview

▶ Business Segment Highlights



*1 Others, eliminations or corporate ¥-32.4 billion *2 Others, eliminations or corporate ¥-45.7 billion

► Revenue by Segment (FY2021 results and FY2022 plan)

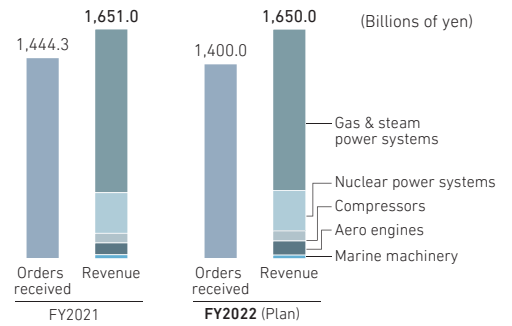
■ Energy Systems



Main Businesses

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

* Includes GTCC, steam power and air quality control system

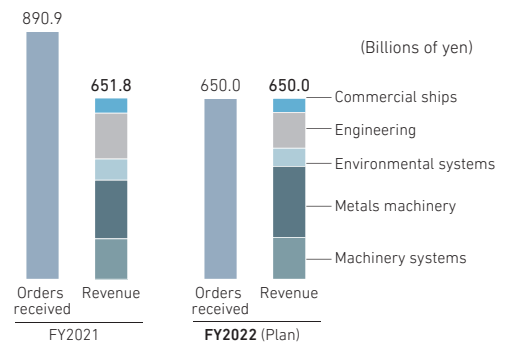


■ Plants & Infrastructure Systems



Main Businesses

- Commercial ships
- Engineering
- Environmental systems
- Metals machinery
- Machinery systems

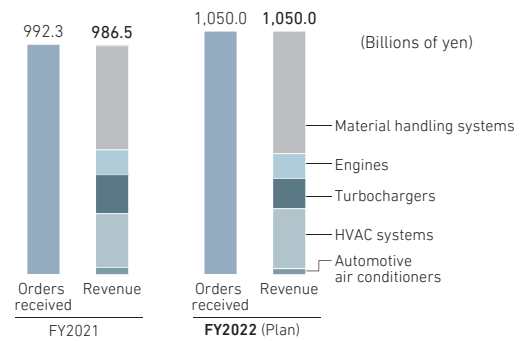


■ Logistics, Thermal & Drive Systems



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

