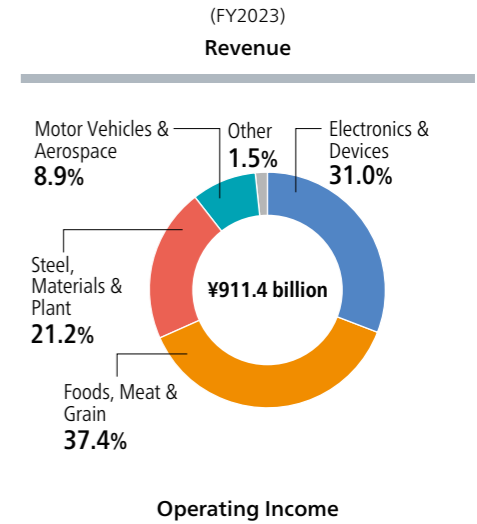
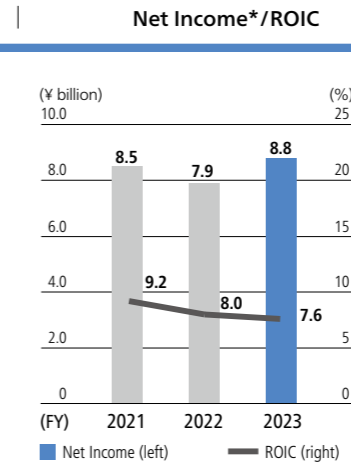
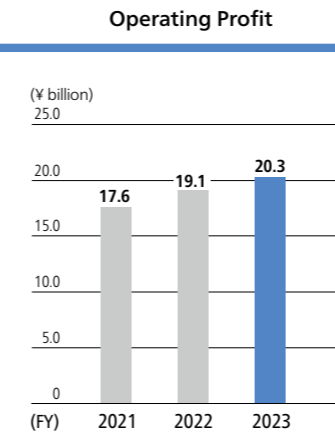
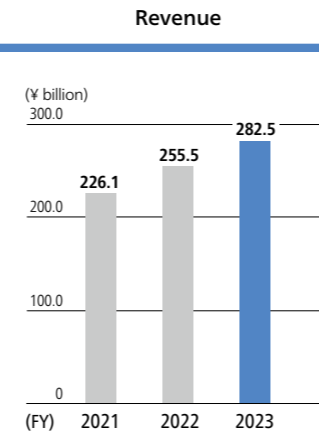


Business Segments

Electronics & Devices



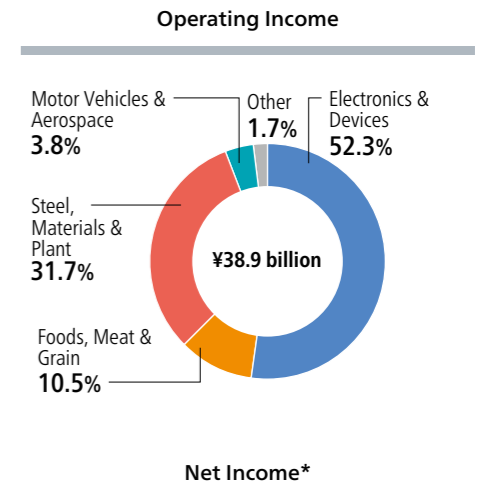
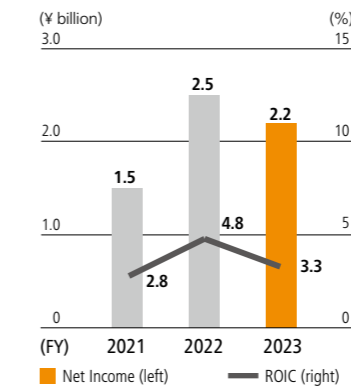
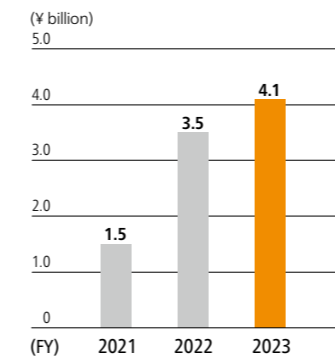
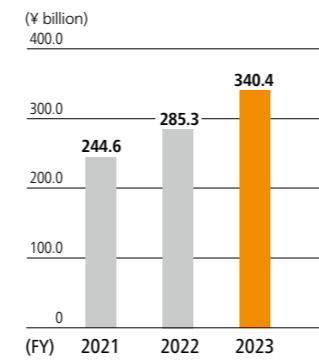
- Main Business**
- Semiconductor Equipment
 - Electronic Components and Materials
 - Industrial Electronics
 - Semiconductors & Devices
 - ICT Solutions
 - Mobile
 - CCTV Systems
 - Data, AI, and SaaS



Foods, Meat & Grain



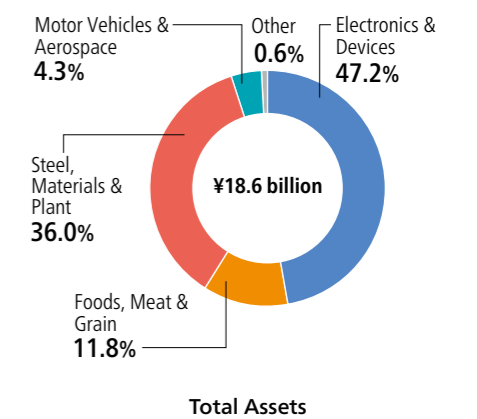
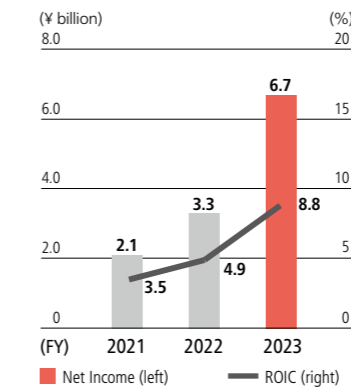
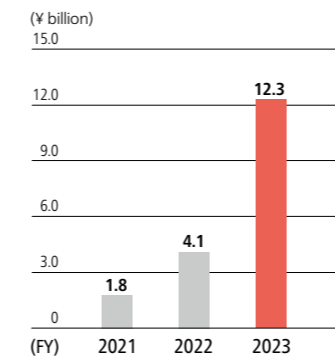
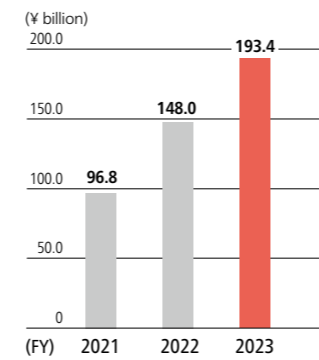
- Foods**
- Foods (Agricultural Products, Marine Products, Beverages, Liquor)
 - Cooked and Processed Foods
 - Processed Agricultural Products
- Meat Products**
- Meat Product Ingredients (Beef, Pork, Poultry, etc.)
 - Processed Meat Products
- Grain, Oilseeds & Feedstuff**
- Grain, Food Soybeans, Oilseeds
 - Feedstuff Materials, Mixed Feedstuff



Steel, Materials & Plant



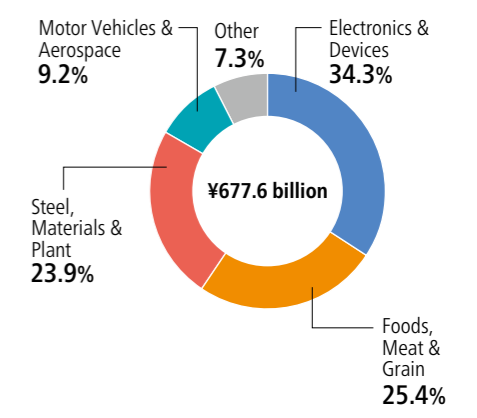
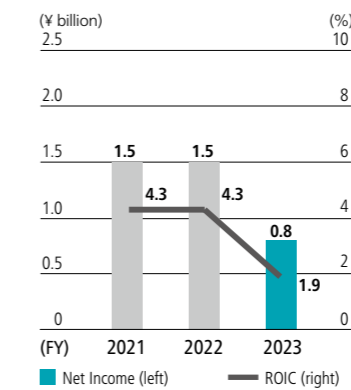
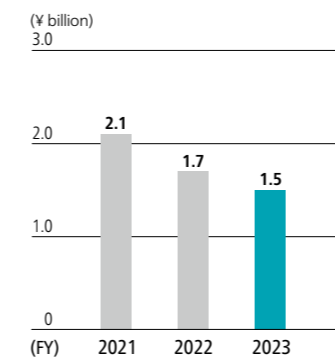
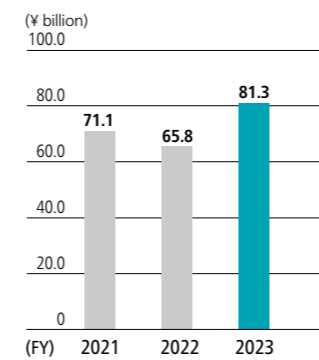
- Steel
- Steel Tubing
- Chemicals
- Energy
- Plant & Ships
- Machine Tools & Industrial Machinery



Motor Vehicles & Aerospace



- Motor Vehicles and Parts
- Aerospace



* Profit for the year attributable to owners of the Parent

Motor Vehicles & Aerospace

Motor Vehicles and Parts, Aerospace



Ryoichi Kidokoro
Senior Executive Officer,
COO Motor Vehicles & Aerospace

The motor vehicles and parts business handles motorcycle and automobile parts as well as complete built up vehicles, while the aerospace business handles aircraft and parts as well as space-related products. These businesses operate on a global scale, leveraging the Group's superb expertise and extensive information resources.

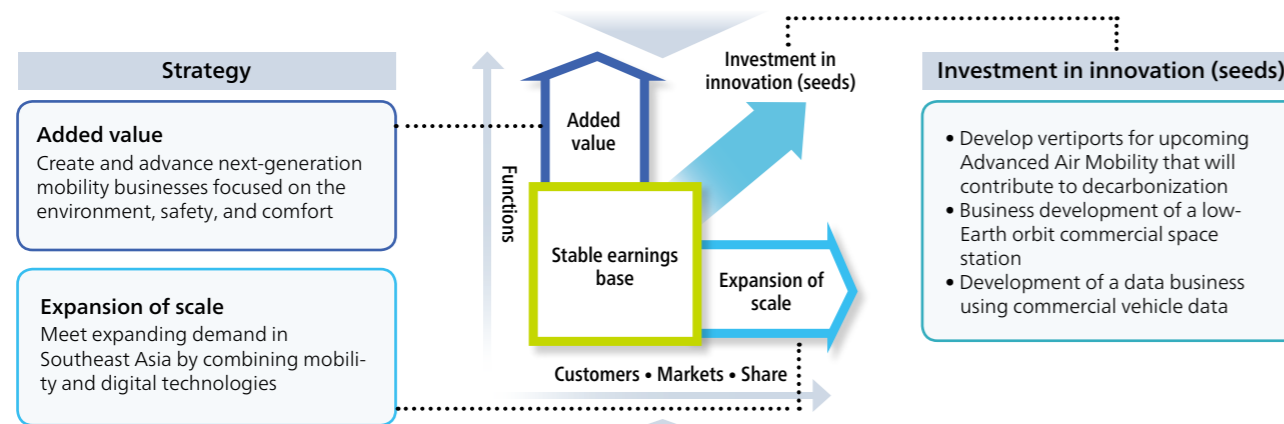
Key SDGs

The Motor Vehicles & Aerospace segment aims to contribute to society by providing safe and pleasant mobility. We aim to build living environments that are environmentally friendly, sustainable, and free of traffic accidents through next-generation mobility.



Medium- to Long-Term Market Outlook

The next-generation mobility and space markets are expected to expand. Market expansion will inevitably entail increased CO₂ emissions, but decarbonization efforts applying technological innovations in such areas as weight reduction and electric vehicles will accelerate, as well. The key to success will be creating mobility businesses focused on the environment, safety, and comfort.



Drivers of Strategy and Innovation (Key Capital)

| | |
|--|--|
| Intellectual capital | <ul style="list-style-type: none"> Expertise in combining mobility and digital technologies Supply chain management expertise leveraging global networks through overseas business locations and Group companies |
| Human capital | Human resources with a wealth of expertise |
| Social and relationship capital | <ul style="list-style-type: none"> Longstanding relationships of trust with industry-leading business partners around the world Global network for discovering new technologies and business models |

Progress toward the Medium-Term Vision: Main Initiatives in Fiscal 2023

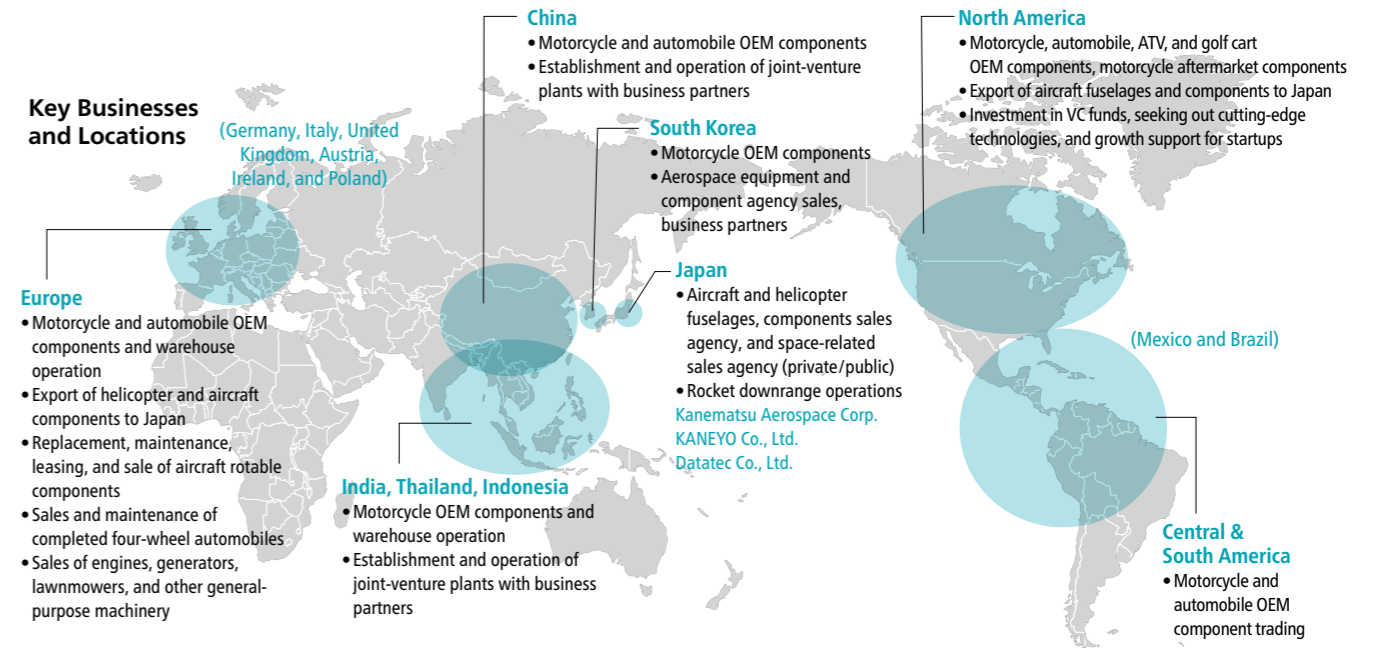
In the aircraft and defense business, transactions increased, reflecting rising geopolitical risks. In the commercial aircraft business, aiming for the social implementation of services using Advanced Air Mobility, we are advancing pilot testing in partnership with the U.K.-based Skyports Limited and with the cooperation of local governments. In the space business, we have partnered with U.S.-based Sierra Space and are working to expand our network toward the use of a commercial space station in low-Earth orbit.

The motorcycle and automobile business was affected by

rising shipping and materials costs, but markets showed steady signs of recovery. We are also taking on new businesses with an eye toward contributing to reducing carbon emissions.

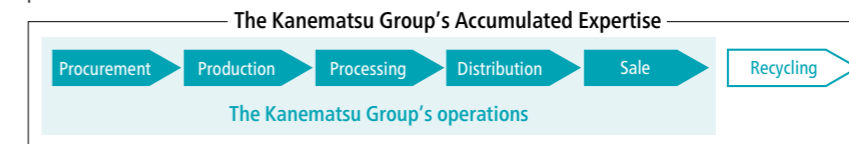
We also accelerated business development through Kanematsu Ventures Inc. and WERU INVESTMENT Co., Ltd., and invested in an emerging carbon nanotube manufacturer.

Focusing on the environment, safety, and comfort, we will create and advance cross-divisional next-generation mobility businesses.



The Kanematsu Group's Accumulated Expertise

We cover the wide-ranging value chains of the motor vehicles and aerospace industries, leveraging a multilateral, multifaceted business creation perspective.



Business Environment

| | |
|---|--|
| Opportunities <ul style="list-style-type: none"> Growing awareness of the environment and safety Diversification of mobility alongside accelerating technological innovation and DX Changing ways of thinking about modes of transport in developed countries Expectations for space development, which is increasingly important in both the defense and commercial spheres | Action Plan <ul style="list-style-type: none"> Leverage data to create new businesses that reduce environmental impact and accidents Advance partnerships with startups, mainly through our investment base in Silicon Valley, to create new businesses Work to increase social acceptance and reinforce infrastructure business initiatives in order to realize the widespread use of Advanced Air Mobility Reinforce the space safety assurance field and create businesses in the low-Earth orbit sector |
| Risks <ul style="list-style-type: none"> Logistics disruptions due to international conditions, geopolitical risks, or changes in demand arising from environmental regulations or trade friction Rapid changes in consumer awareness or industry structure that surpass the frameworks of existing value chains and business models | Countermeasures <ul style="list-style-type: none"> Build next-generation business models centered on value creation and reinforce distribution networks Bring in new technologies and business models through innovation investment and develop businesses in both product and service areas |

Longstanding Relationships A Word from Our Business Partner

Our relationship with Kanematsu started in 1983, when we began doing business with major overseas motorcycle manufacturers. Over the four decades since, we have worked together to expand our sales channels, cultivating new customers and making new product proposals. We have also established joint-venture plants in Europe and Asia, with Kanematsu involved in management. Sharing good times and bad, and weathering many changes in the external

environment, from economic downturns to shifts in competitors, we have built a strong partnership. This year, we have decided to jointly invest in a new carbon nanotube manufacturer. We are very pleased to be taking on this new business area together, and we look forward to seeing the Kanematsu Group utilize its wide-ranging sales channels and expertise in support of this new endeavor.



Yoshifumi Fuchigami
Managing Officer
F.C.C. Co., Ltd.