

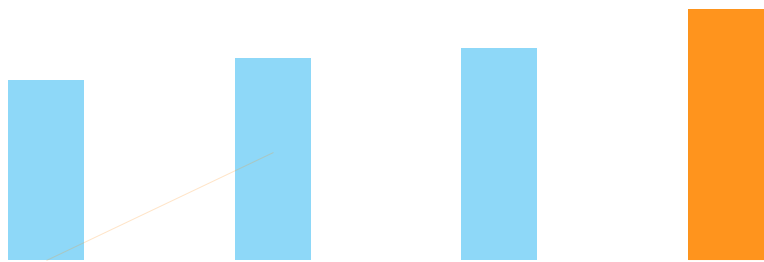
May.9.2023

President and Chief Executive

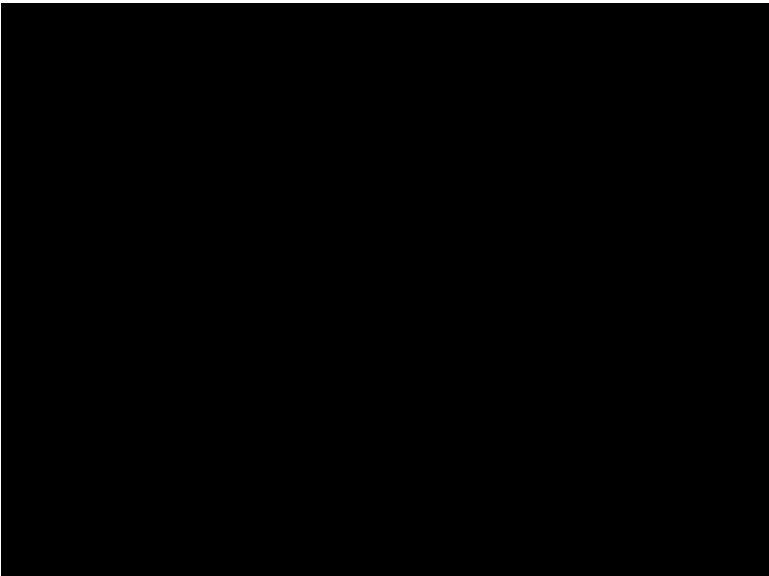


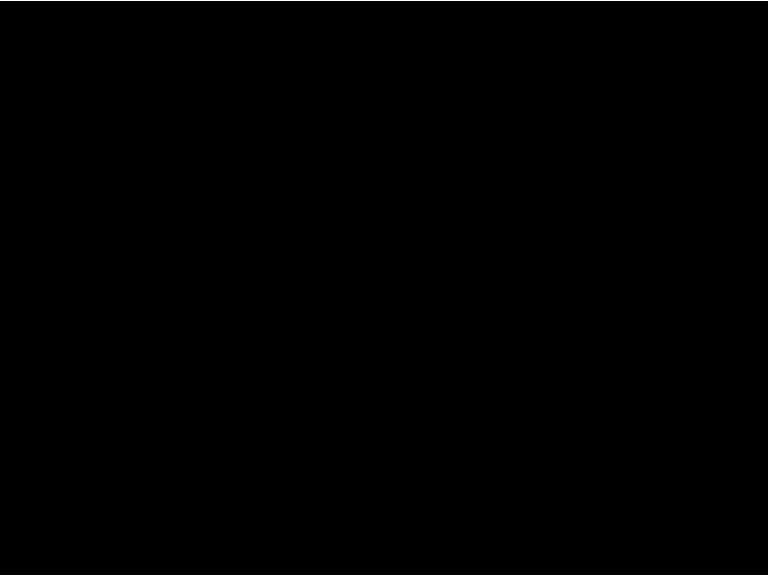


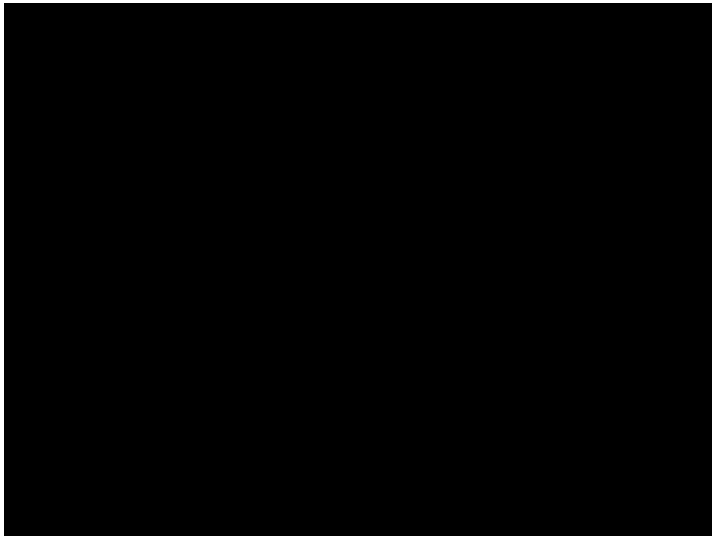




Carbon solutions











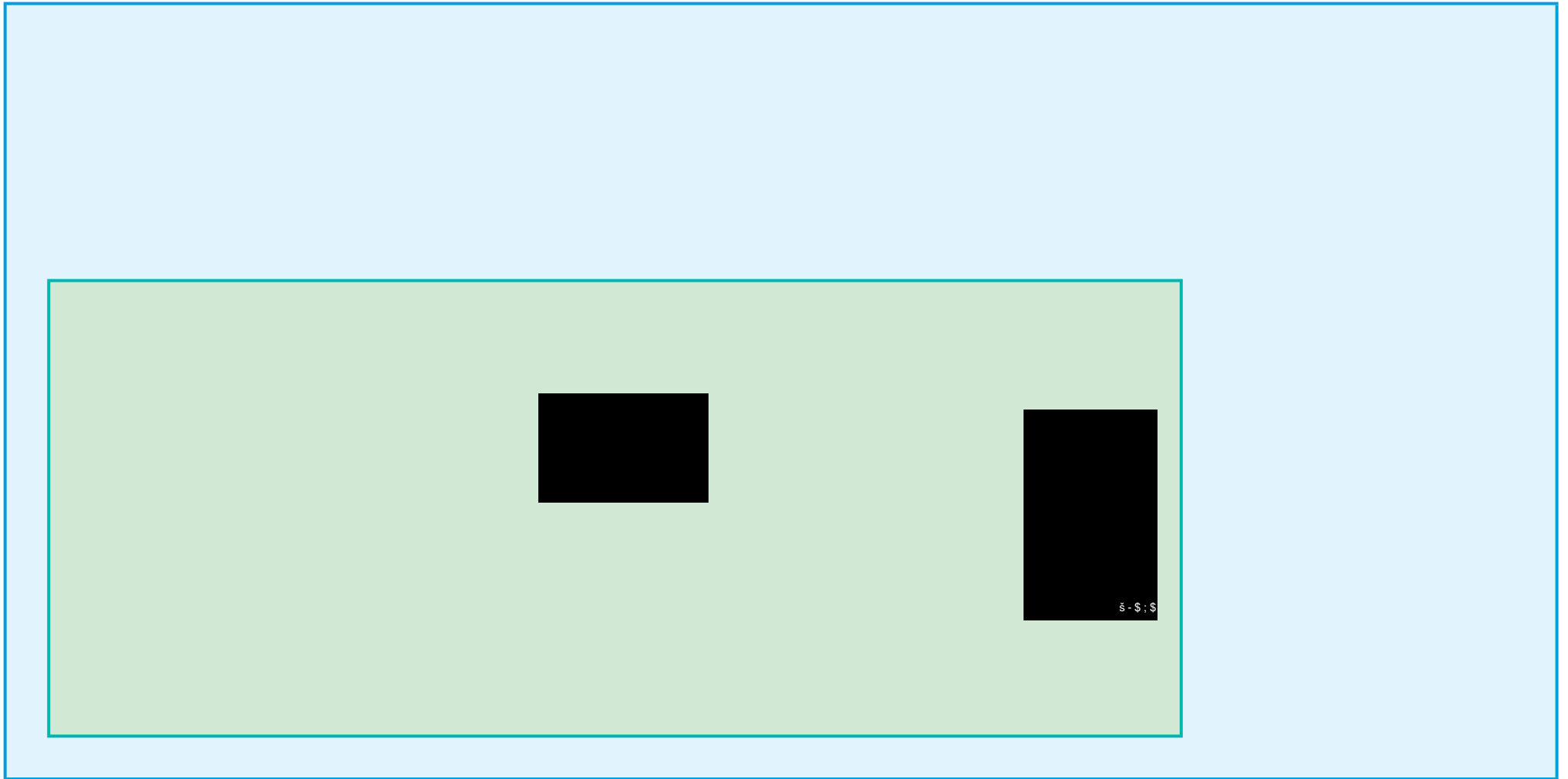
d * U R ~~W~~ Management Policies b



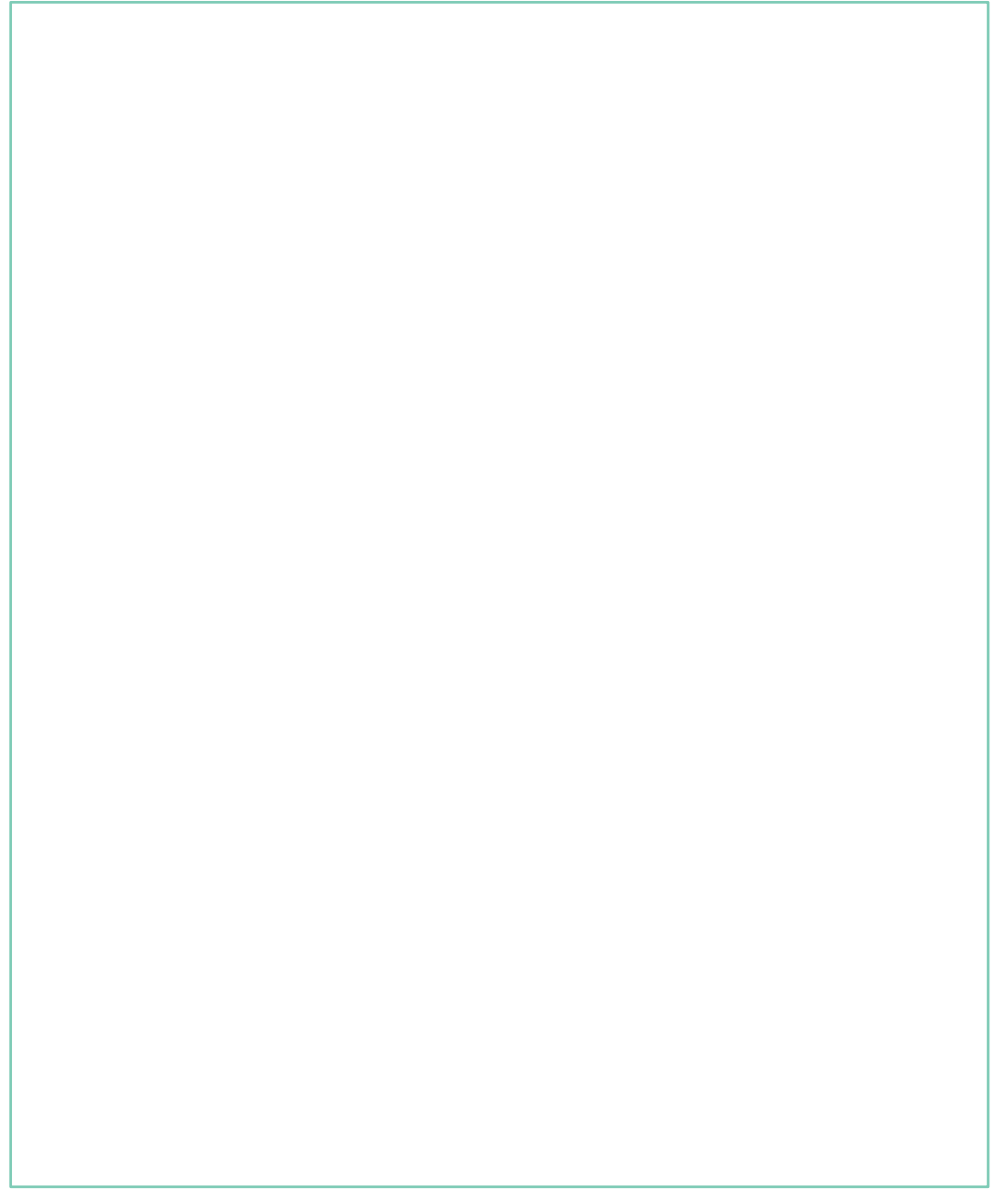
o Policies and Results of d 3 U R M H F W



Growth Business : Aero Engines and Space



Amid rising energy prices, interest in the use of fuel ammonia is growing faster growing



Resource allocation



Management targets

	FY2025
Operating S U R Margin	7.5%
ROIC	8% or higher
Cash Conversion Cycle	100 days
(Reference) Revenue	1.7 trillion yen

