F.C.C.CO.,LTD.

FY2027 First Half Financial Results Briefing

(April 1, 2026 through September 30 , 2026)

November 13, 2026

URL:https://www.fcc-net.co.jp/en
Stock Code: 7296
Prime,Tokyo Stock Exchange

Agenda

1. Executive Summary
2. Consolidated Results for the First Half of FY2027
3. Consolidated Full-year Earnings Forecast for FY2027
4. Progress of the 13th Medium-term Management Plan

1. Executive Summary

Highlights of the First Half of FY2027 Results

* Figures in parentheses and comments indicate year-on-year changes

- ☐ Revenue: 147.3 billion yen (+21.0 billion yen)

  Revenue increased mainly on higher motorcycle sales in India and automobile sales in North America

- ☐ Operating profit: 14.2 billion yen (+4.1 billion yen)

  Higher revenue increased profits despite raw material price rises caused by the situation in the Middle East

- ☐ Profit attributable to owners of parent: 12.2 billion yen (+3.3 billion yen); Interim dividend: 95 yen per share

Full-year Earnings Forecast for FY2027

- ☐ Revenue: 280.0 billion yen; Operating profit: 23.5 billion yen; Profit attributable to owners of parent: 18.0 billion yen
- ☐ Higher revenue and profits expected, led by motorcycle sales in India and automobile sales in North America

  Exchange rate: First-half result of 159.38 yen/USD; second-half forecast of 150 yen/USD

  Shareholder returns: Annual dividend forecast of 190 yen per share, based on a 50% dividend payout ratio

Progress of the 13th Medium-term Management Plan (FY2027 to FY2031)

- ☐ Motorcycle business: Capturing growth in India and advancing electrification initiatives
- ☐ Automobile business: Strengthening North American profitability and developing India as the next growth market
- ☐ Cash allocation: Prioritizing growth investments and core business investments

1-2 Revision of Consolidated Earnings Forecast

(million yen)

Total	FY2026 Results	FY2027 Announced Aug. 4	**FY2027 Revised forecast**	Change (Amount) vs. Aug. 4 Forecast	Change (%)	(FX impact)
Revenue	260,836	265,000	**280,000**	15,000	5.7%	(1,300)
Operating profit	18,927	22,000	**23,500**	1,500	6.8%	(300)
Operating profit margin	7.3%	8.3%	**8.4%**			
Exchange rate	150.78 yen	152.37 yen	**154.69 yen**	+2.32 yen		

Comparison with the August 4 announcement

Revenue: 280.0 billion yen (+15.0 billion yen); Operating profit: 23.5 billion yen (+1.5 billion yen)

Reason: Increased sales of motorcycle clutches in India and automobile clutches in North America

Motorcycles	FY2026 Results	FY2027 Aug. 4 plan	**FY2027 Revised forecast**	Change vs. Aug. 4 Forecast	Change (%)	(FX impact)
Revenue	124,691	128,300	**139,800**	11,500	9.0%	(-700)
Operating profit	12,230	13,100	**14,800**	1,700	13.0%	(-100)
Operating profit margin	9.8%	10.2%	**10.6%**			
Automobiles						
Revenue	135,975	136,500	**140,000**	3,500	2.6%	(2,000)
Operating profit	9,156	11,800	**11,800**	0	0%	(400)
Operating profit margin	6.7%	8.6%	**8.4%**			
Environmental energy						
Revenue	169	200	**200**	0	0%	
Operating profit	-2,459	-2,900	**-3,100**	-200	-6.9%	

1-3 Consolidated Results: First Half vs. Second-half Forecast

(million yen)

Total	FY2027 First-half results	**FY2027 Second-half forecast**	Change (amount)	Change (%)	(Exchange rate effect)
Revenue	147,394	**132,606**	**-14,788**	-10.0%	(-8,900)
Operating profit	14,267	**9,233**	**-5,034**	-35.3%	(-1,000)
Operating profit margin	9.7%	**7.0%**			
Exchange rate	159.38 yen	**150.00 yen**	-9.38 yen		

Key Points: FY2027 Second-half Forecast vs. First-half Results

(billion yen)

	Change (amount)	Breakdown			
		Motorcycles		Automobiles	
Revenue	**-14.8**	72.4 to 67.3	**-5.1**	74.9 to 65.1	**-9.7**
		Exchange rate effect	-4.8	N. America production cuts	-4.3
				Exchange rate effect	-4.1
Operating profit	**-5.0**	7.8 to 7.0	**-0.9**	8.1 to 3.7	**-4.3**
		Exchange rate effect	-0.5	N. America production cuts	-1.7
		Development expenses	-0.4	Japan royalties, etc.	-0.8
				Exchange rate effect	-0.5
				North America levy	-0.7
				Development expenses	-0.4
				Tariff effect	+0.7

2. Consolidated Results for the First Half of FY2027

☐ Higher motorcycle sales in India and automobile sales in North America increased revenue and operating profit year on year

(million yen)

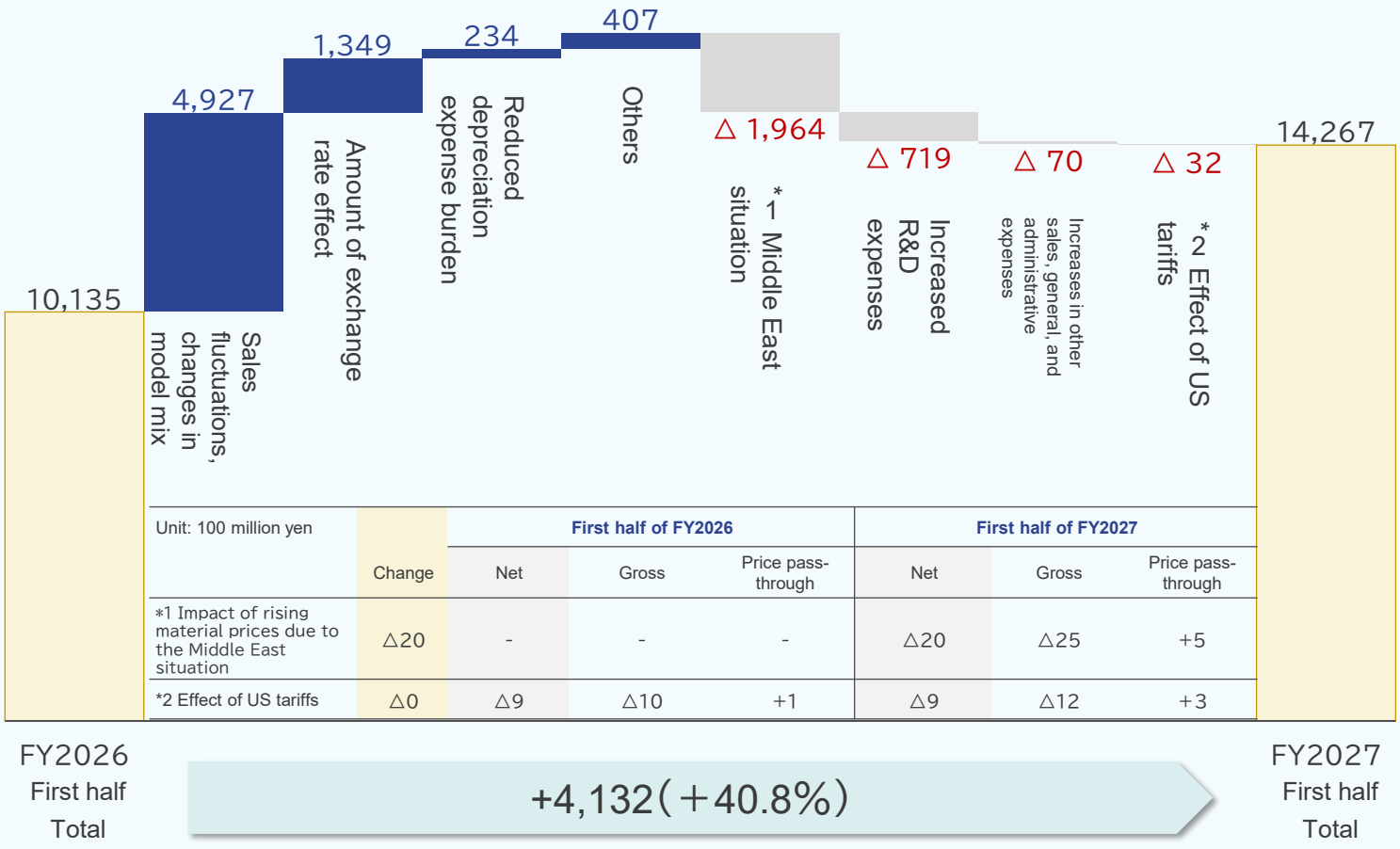
	FY2026 First half	**FY2027 First half**	Change (amount)	Change (%)	(Exchange rate impact)
Revenue	126,375	**147,394**	21,019	16.6%	(8,682)
Operating profit	10,135	**14,267**	4,132	40.8%	(1,349)
Profit before income taxes	11,055	**15,478**	4,423	40.0%	
Profit	8,981	**12,291**	3,310	36.9%	
Profit attributable to owners of parent	8,965	**12,262**	3,297	36.8%	
Basic earnings per share (Yen)	185.13 yen	**255.78 yen**	70.65 yen	38.2%	

Average rate during the period	FY2026 First half	**FY2027 First half**	Change
USD (Yen)	146.04 yen	**159.38 yen**	13.34 yen

☐ **[Factors for increased profits] Mainly sales fluctuations, changes in model mix**

☐ **[Factors for reduced profits] Mainly the Middle East situation and increased R&D expenses**

(million yen)

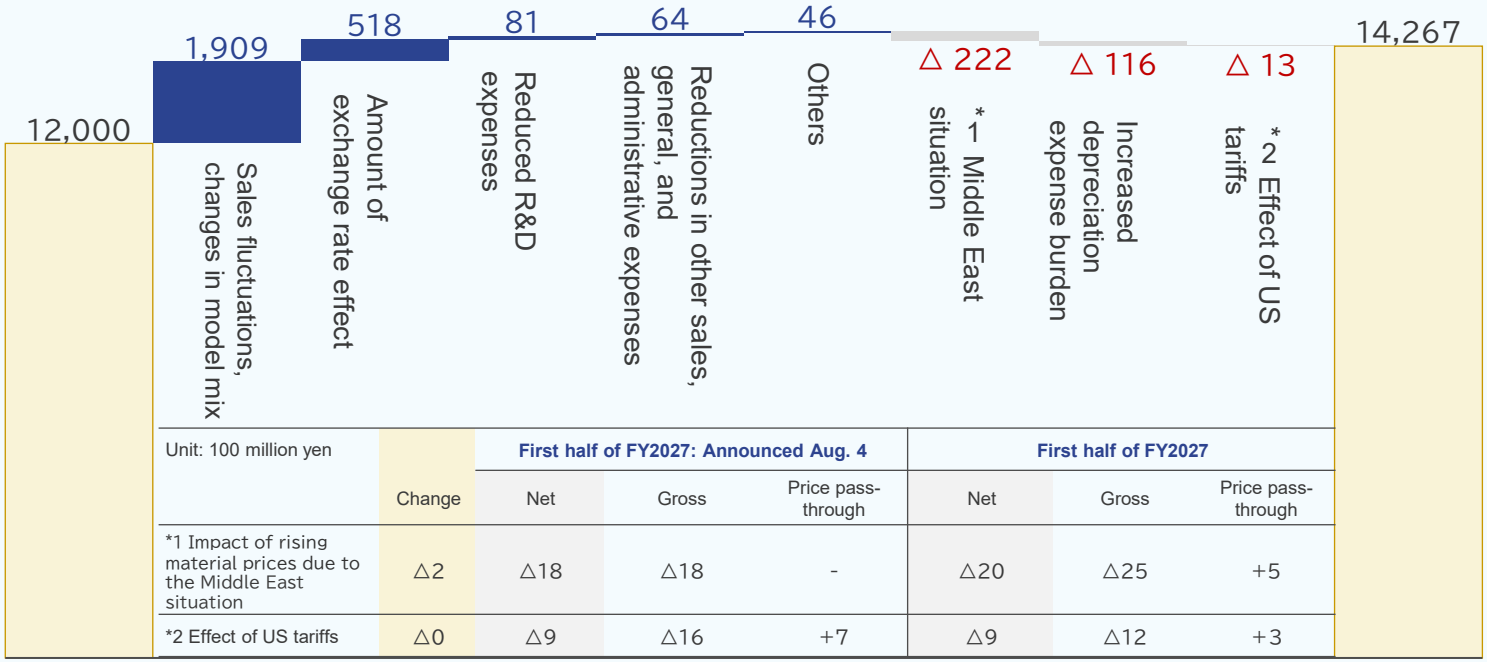


Unit: 100 million yen	Change	First half of FY2026			First half of FY2027		
		Net	Gross	Price pass-through	Net	Gross	Price pass-through
*1 Impact of rising material prices due to the Middle East situation	△20	-	-	-	△20	△25	+5
*2 Effect of US tariffs	△0	△9	△10	+1	△9	△12	+3

☐ [Factors for increased profits] Mainly sales fluctuations, changes in model mix

☐ [Factors for reduced profits] Mainly the Middle East situation

(million yen)



Unit: 100 million yen	Change	First half of FY2027: Announced Aug. 4			First half of FY2027		
		Net	Gross	Price pass-through	Net	Gross	Price pass-through
*1 Impact of rising material prices due to the Middle East situation	△2	△18	△18	-	△20	△25	+5
*2 Effect of US tariffs	△0	△9	△16	+7	△9	△12	+3

FY2027 First half Announced Aug. 4

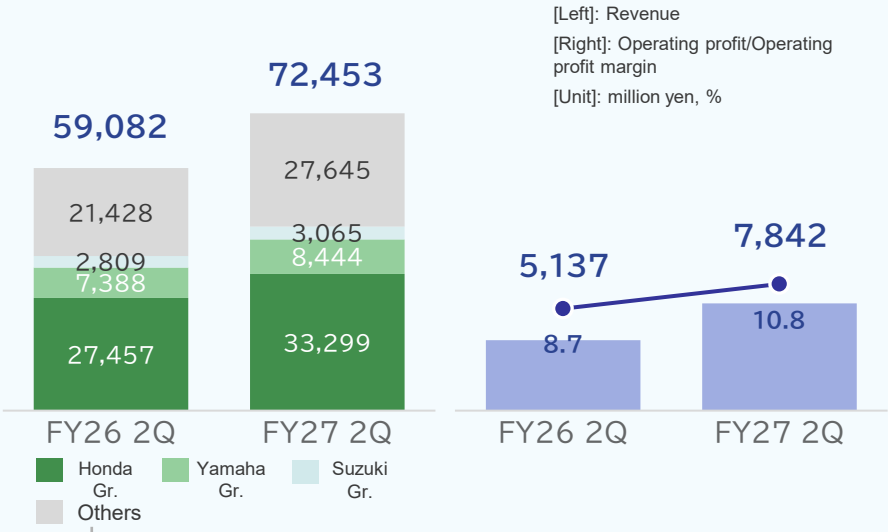
+2,267 (+18.9%)

FY2027 First half Results

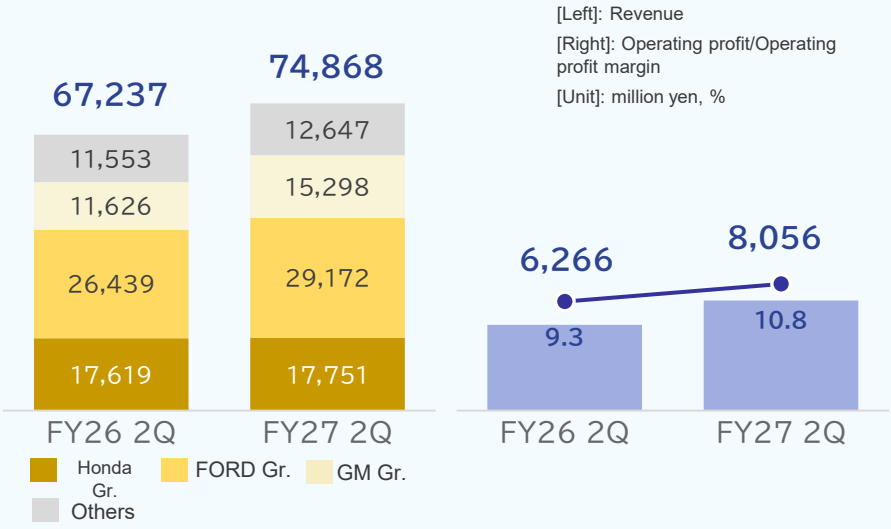
Revenue/Operating Profit by Business Segment

- [Motorcycle business] Revenue increased mainly in India: Honda and local manufacturers including TVS and Hero
- [Automobile business] Revenue increased mainly in North America: FORD and GM

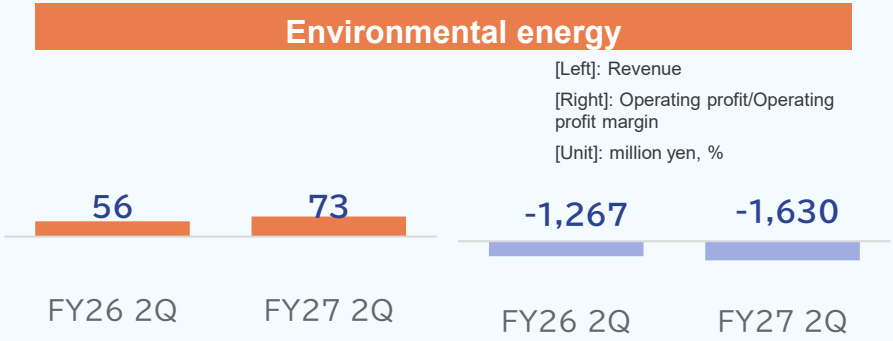
Motorcycles



Automobiles



Environmental energy

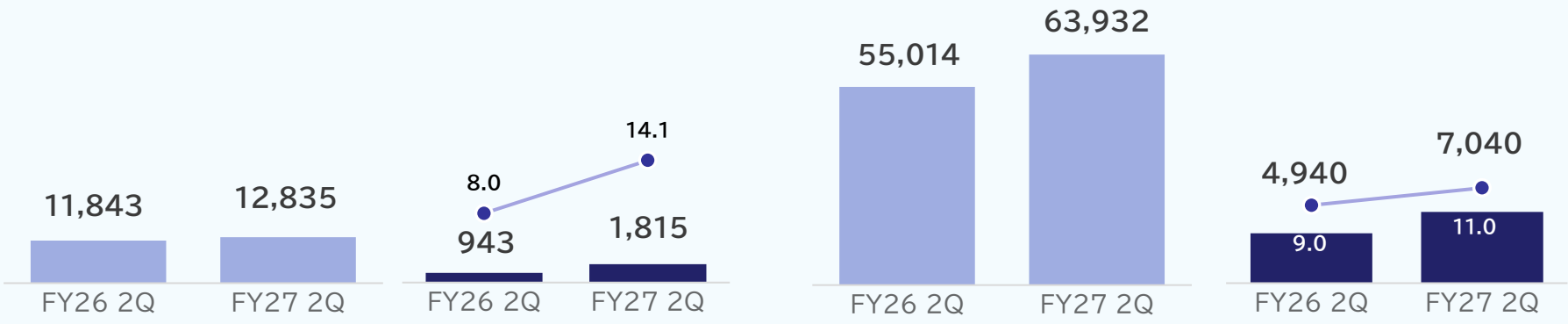


2-5 Revenue/Operating Profit by Geographical Segment

Japan

North America

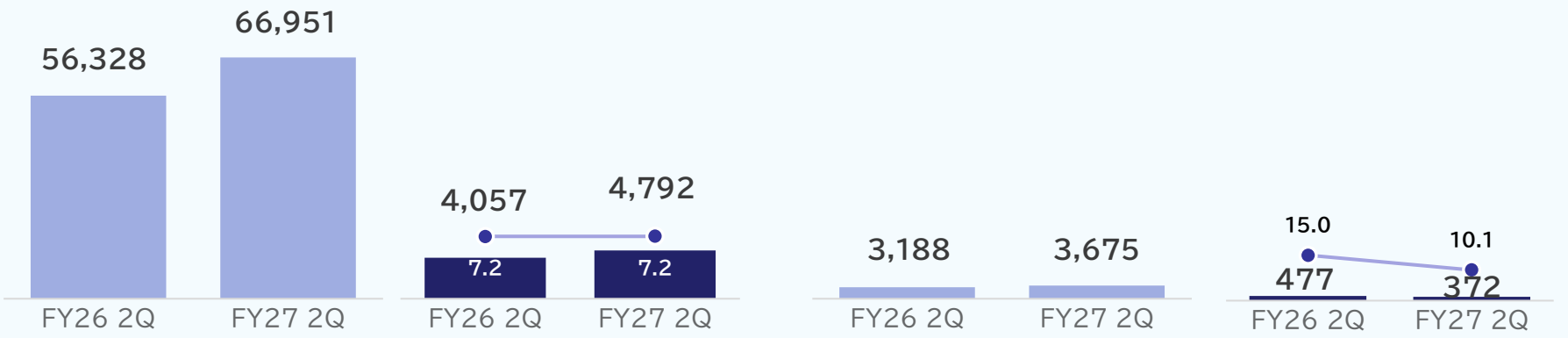
* For each region, [Left]: Revenue; [Right]: Operating profit/Operating profit margin; [Unit]: million yen, %



Asia

Others

* For each region, [Left]: Revenue; [Right]: Operating profit/Operating profit margin; [Unit]: million yen, %

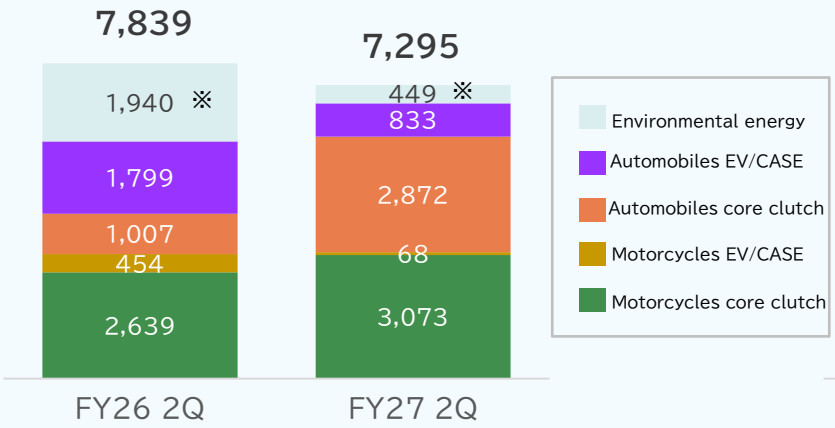


2-6 Capital Expenditures, Depreciation and Amortization and R&D Expenses

(million yen)

Business Segment

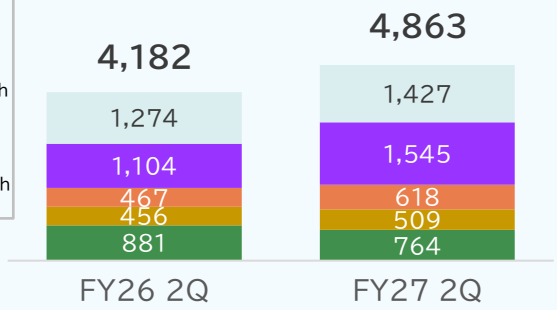
Capital Expenditures



* Environmental energy capital expenditures include office and development center investment of
1,838 million yen in FY2026 and 67 million yen in FY2027

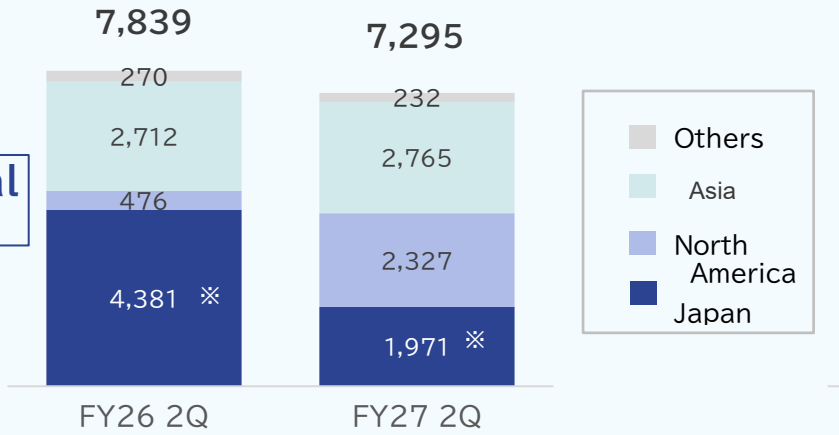
Research & development expense

※Excluding depreciation of development assets



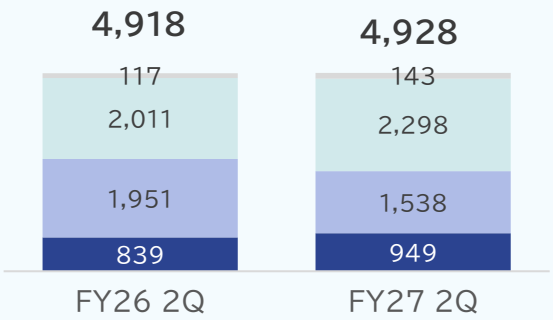
Geographical Segment

Capital Expenditures



* Environmental energy capital expenditures include office and development center investment of
1,838 million yen in FY2026 and 67 million yen in FY2027

Depreciation and Amortization



Exchange Rates: First-half Results

(Average rate during the period, yen)

Location	Currency	FY2026 First half	FY2027 First half	Change (%)
U.S.	USD	146.04	**159.38**	9.1%
Mexico	MXN	7.67	**9.21**	20.1%
Thailand	THB	4.47	**4.85**	8.5%
Indonesia	IDR	0.0089	**0.0090**	1.1%
India	INR	1.69	**1.68**	-0.6%
China	CNY	20.30	**23.53**	15.9%
Brazil	BRL	26.31	**31.32**	19.0%
Taiwan	TWD	4.81	**5.02**	4.4%
Philippines	PHP	2.58	**2.60**	0.8%
Vietnam	VND	0.00562	**0.00609**	8.4%

2-8 FY27 First-half Sales by Customer [Total]

(million yen)

	FY2026 First half		FY2027 First half		Change (amount)	Change (%)
	Revenue	Ratio	**Revenue**	**Ratio**		
HONDA Group	45,076	35.7%	**51,050**	**34.6%**	5,974	13.3%
FORD	26,439	20.9%	**29,172**	**19.8%**	2,733	10.3%
GM	11,626	9.2%	**15,298**	**10.4%**	3,672	31.6%
YAMAHA Group	7,388	5.8%	**8,444**	**5.7%**	1,056	14.3%
ZF/STELLANTIS	5,027	4.0%	**5,905**	**4.0%**	878	17.5%
TVS	4,300	3.4%	**5,867**	**4.0%**	1,567	36.4%
Hero	2,538	2.0%	**3,530**	**2.4%**	992	39.1%
SUZUKI Group	2,809	2.2%	**3,065**	**2.1%**	256	9.1%
Kanematsu (Harley-Davidson, etc.)	2,147	1.7%	**2,659**	**1.8%**	512	23.8%
Bajaj	1,719	1.4%	**2,456**	**1.7%**	737	42.9%
Others	17,306	13.7%	**19,948**	**13.5%**	2,642	15.3%
Total	**126,375**	**100.0%**	**147,394**	**100.00%**	**21,019**	**16.6%**
(Exchange rate effect)					**(8,682)**	

2-9 FY27 First-half Sales by Customer [Motorcycle business]

(million yen)

	FY2026 First half		FY2027 First half		Change (amount)	Change (%)
	Revenue	Ratio	**Revenue**	**Ratio**		
HONDA Group	27,457	46.5%	**33,299**	**46.0%**	5,842	21.3%
YAMAHA Group	7,388	12.5%	**8,444**	**11.7%**	1,056	14.3%
TVS	4,300	7.3%	**5,867**	**8.1%**	1,567	36.4%
Hero	2,538	4.3%	**3,530**	**4.9%**	992	39.1%
SUZUKI Group	2,809	4.8%	**3,065**	**4.2%**	256	9.1%
Kanematsu (Harley-Davidson, etc.)	2,048	3.5%	**2,599**	**3.6%**	551	26.9%
Bajaj	1,719	2.9%	**2,456**	**3.4%**	737	42.9%
KAWASAKI Group	1,258	2.1%	**1,246**	**1.7%**	-12	-1.0%
Others	9,565	16.2%	**11,947**	**16.4%**	2,382	24.9%
Total	**59,082**	**100.0%**	**72,453**	**100.0%**	**13,371**	**22.6%**
(Exchange rate effect)					**(2,588)**	

2-10 FY27 First-half Sales by Customer [Automobile business]

(million yen)

	FY2026 First half		FY2027 First half		Change (amount)	Change (%)
	Revenue	Ratio	**Revenue**	**Ratio**		
HONDA Group	17,619	26.2%	**17,751**	**23.7%**	132	0.7%
FORD	26,439	39.3%	**29,172**	**39.0%**	2,733	10.3%
GM	11,626	17.3%	**15,298**	**20.4%**	3,672	31.6%
ZF	2,820	4.2%	**3,609**	**4.8%**	789	28.0%
STELLANTIS	2,207	3.3%	**2,296**	**3.1%**	89	4.0%
Others	6,526	9.7%	**6,742**	**9.0%**	216	3.3%
Total	**67,237**	**100.0%**	**74,868**	**100.0%**	**7,630**	**11.3%**
(Exchange rate effect)					**(6,094)**	

2-11 FY27 First Half: Breakdown of the Main Facility Investments

(million yen)

Business		Investment Amount	Details
Motorcycles	ICE	3,073	**Mainly enhancement of ICE production capacity in India**
	CASE	68	**Mainly enhancement of laminated motor cores and e-Axle in India and Vietnam**
Automobiles	ICE	2,872	**Mainly capacity expansion and facility maintenance and replacement in North America**
	CASE	833	**Mainly laminated motor core equipment in Japan**
Environmental energy		382	Gas adsorption, CNT
Common		67	**Office and development center investment**
Facility investment total		**7,295**	

3. Consolidated Full-year Earnings Forecast for FY2027

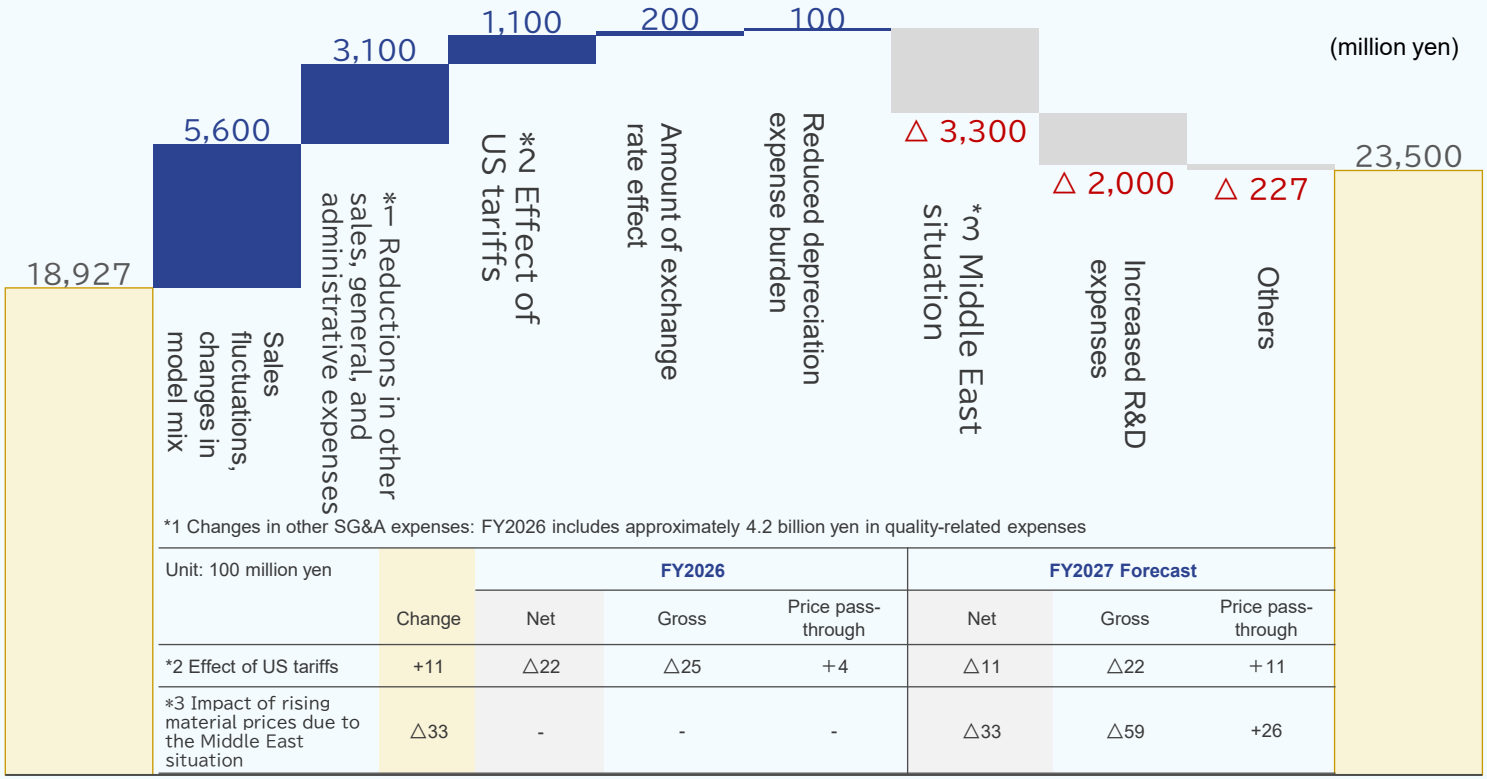
☐ **Higher motorcycle sales in India and automobile sales in North America increase revenue and operating profit year on year**

(million yen)

	FY2026 Results	FY2027 (Forecast)	Change (amount)	Change (%)	(Exchange rate impact)
Revenue	260,836	**280,000**	19,164	7.3%	(1,400)
Operating profit	18,927	**23,500**	4,573	24.2%	(200)
Profit before income taxes	21,567	**25,500**	3,933	18.2%	
Profit	18,806	**18,100**	-706	-3.8%	
Profit attributable to owners of parent	18,760	**18,000**	-760	-4.1%	
Basic earnings per share (Yen)	387.36 yen	**377.40 yen**	-9.96 yen	-2.6%	

Average rate during the period	FY2026 Results	FY2027 (Forecast)	Change
USD (Yen)	150.78 yen	**154.69 yen**	3.91 yen

- [Factors for increased profits] Mainly sales fluctuations, changes in model mix and lower SG&A expenses
- [Factors for reduced profits] Mainly the Middle East situation and increased R&D expenses



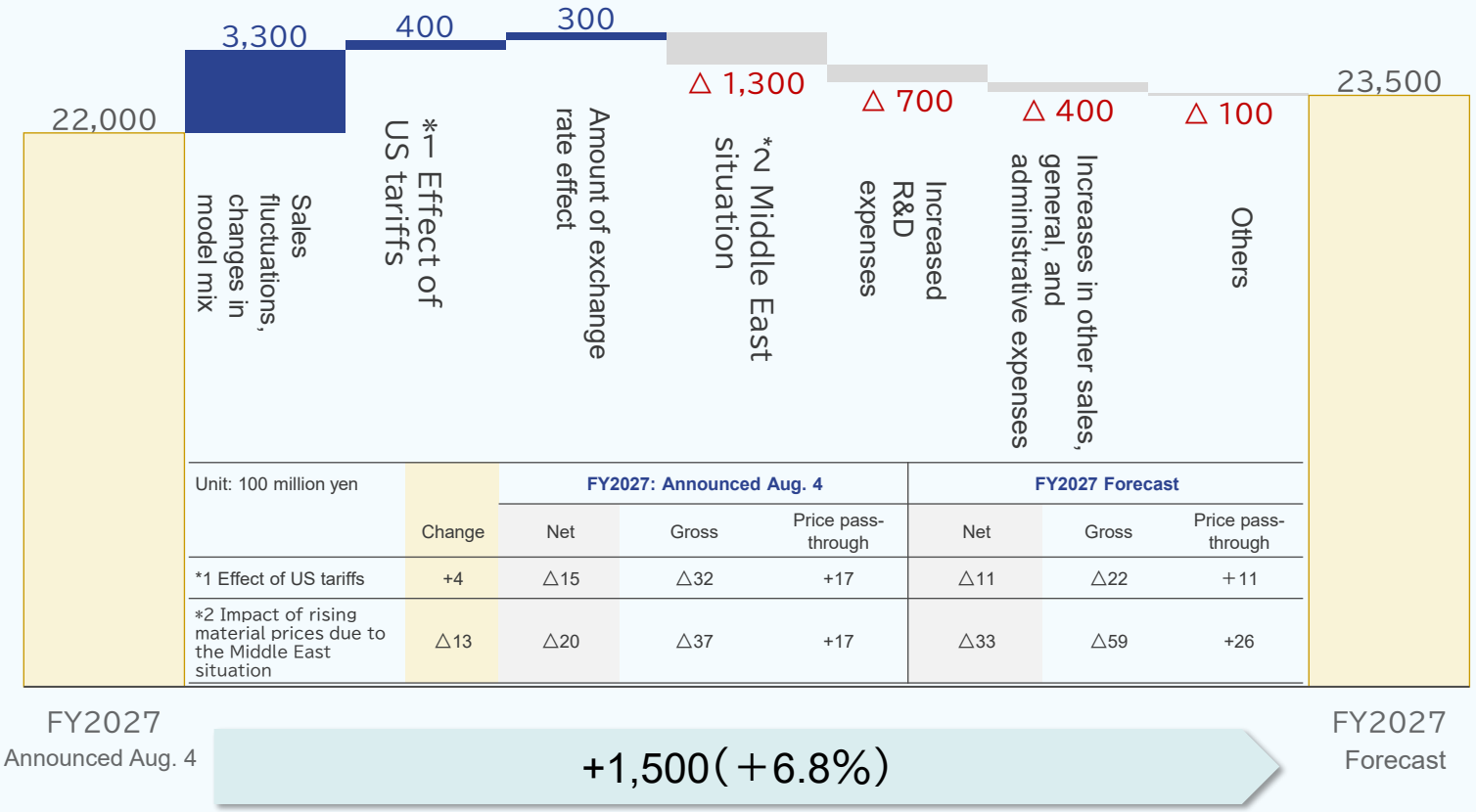
*1 Changes in other SG&A expenses: FY2026 includes approximately 4.2 billion yen in quality-related expenses

Unit: 100 million yen	Change	FY2026 Net	FY2026 Gross	FY2026 Price pass-through	FY2027 Forecast Net	FY2027 Forecast Gross	FY2027 Forecast Price pass-through
*2 Effect of US tariffs	+11	△22	△25	+4	△11	△22	+11
*3 Impact of rising material prices due to the Middle East situation	△33	-	-	-	△33	△59	+26

☐ **[Factors for increased profits] Mainly sales fluctuations, changes in model mix**

☐ **[Factors for reduced profits] Mainly the Middle East situation and increased R&D expenses**

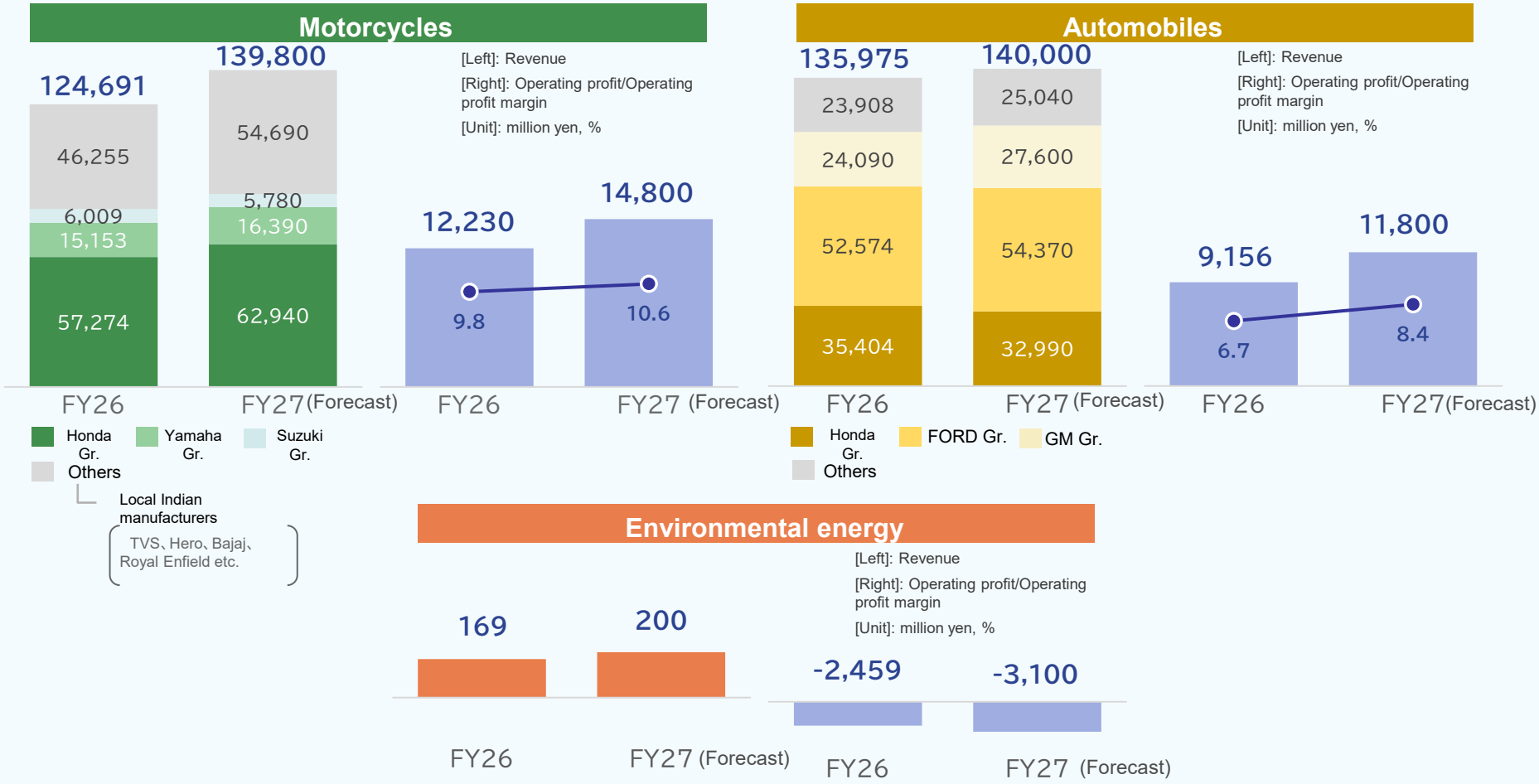
(million yen)



Unit: 100 million yen	Change	FY2027: Announced Aug. 4			FY2027 Forecast		
		Net	Gross	Price pass-through	Net	Gross	Price pass-through
*1 Effect of US tariffs	+4	△15	△32	+17	△11	△22	+11
*2 Impact of rising material prices due to the Middle East situation	△13	△20	△37	+17	△33	△59	+26

Revenue/Operating Profit by Business Segment (FY27 Forecast)

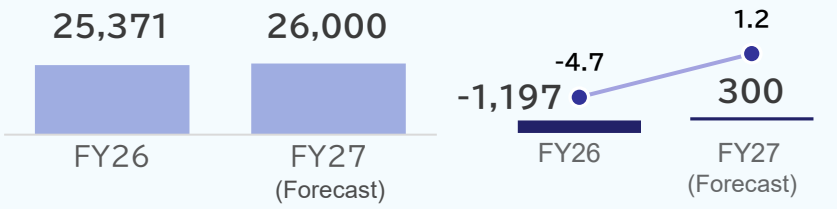
- [Motorcycle business] Revenue increased: HONDA Group, YAMAHA Group and local Indian manufacturers
- [Automobile business] Revenue increased: FORD and GM



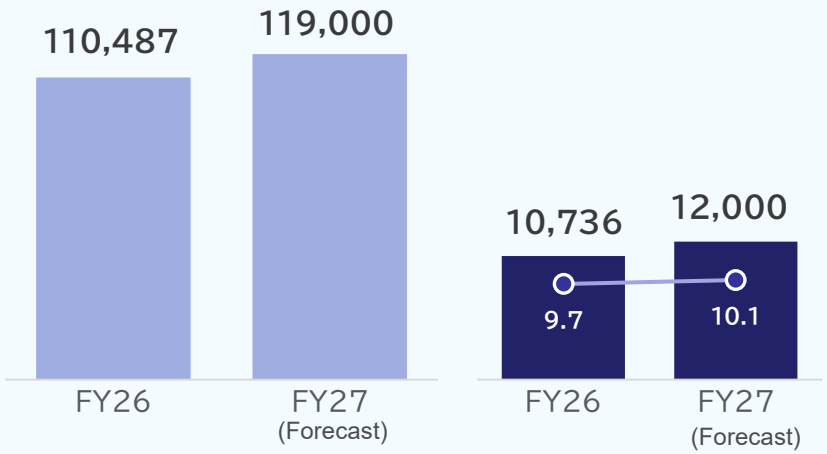
3-5 Revenue/Operating Profit by Geographical Segment (FY27 Forecast)

Japan

* For each region, [Left]: Revenue; [Right]: Operating profit/Operating profit margin; [Unit]: million yen, %

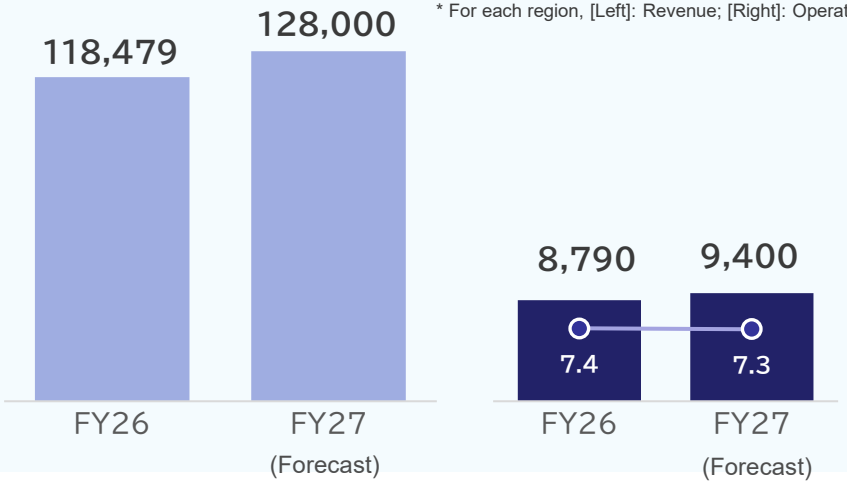


North America

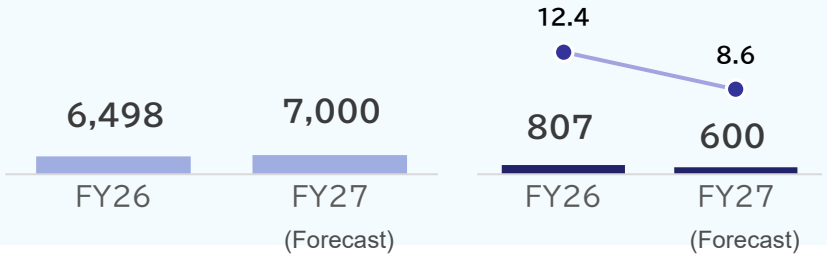


Asia

* For each region, [Left]: Revenue; [Right]: Operating profit/Operating profit margin; [Unit]: million yen, %



Others

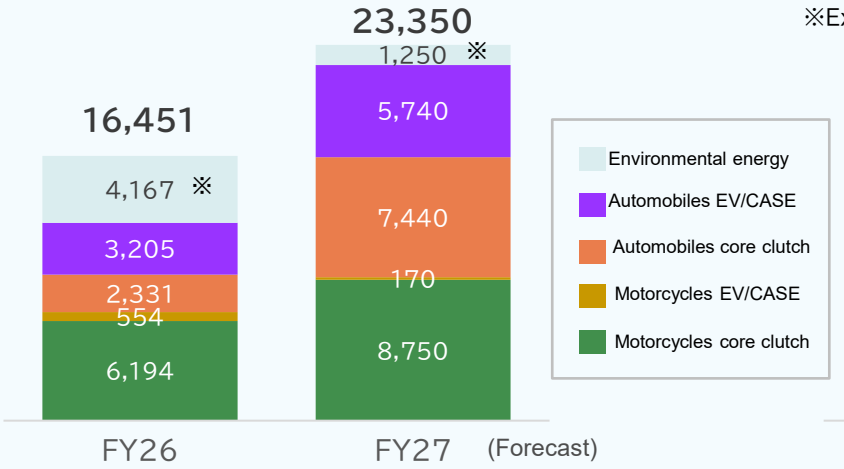


3-6 Capital Expenditures, Depreciation and Amortization and R&D Expenses (FY27 Forecast)

(million yen)

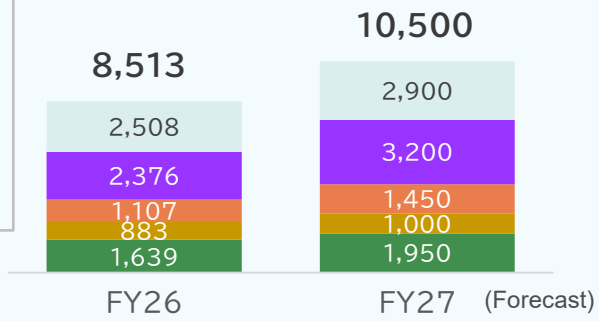
Business Segment

Capital Expenditures



Research & development expense

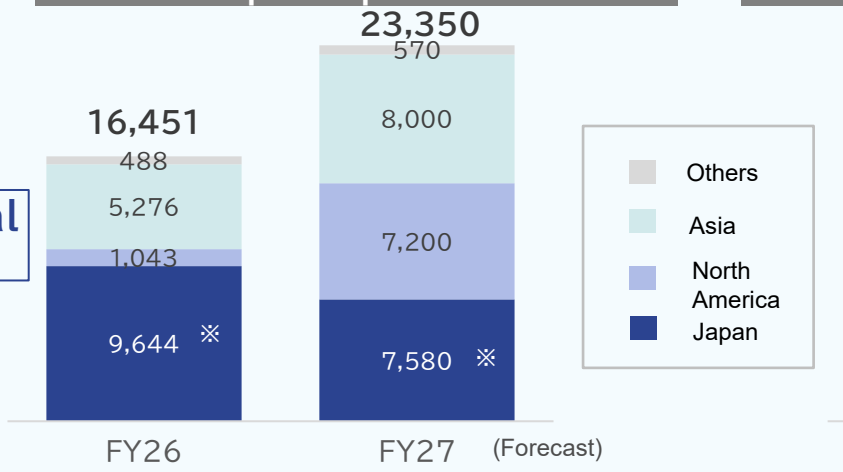
※Excluding depreciation of development assets



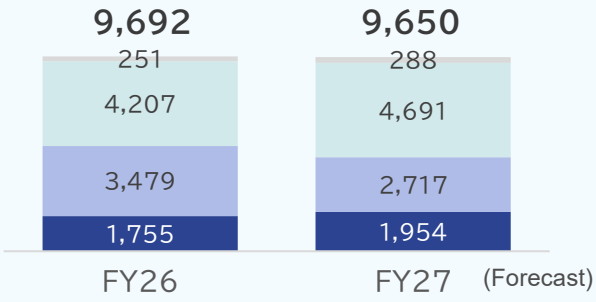
* Environmental energy capital expenditures include office and development center investment of 3,757 million yen in FY2026 and 67 million yen in FY2027

Geographical Segment

Capital Expenditures



Depreciation and Amortization



* Japan capital expenditures include office and development center investment of 3,757 million yen in FY2026 and 67 million yen in FY2027

3-7 Exchange Rates: FY27 Forecast

(Average rate during the period, yen)

Location	Currency	FY2026 Results	**FY2027 (Forecast)**	Change (%)
U.S.	USD	150.78	**154.69**	2.6%
Mexico	MXN	8.18	**8.90**	8.8%
Thailand	THB	4.68	**4.68**	0.0%
Indonesia	IDR	0.0091	**0.0087**	-4.4%
India	INR	1.71	**1.63**	-4.7%
China	CNY	21.25	**22.81**	7.3%
Brazil	BRL	27.77	**30.16**	8.6%
Taiwan	TWD	4.89	**4.87**	-0.4%
Philippines	PHP	2.61	**2.52**	-3.4%
Vietnam	VND	0.00578	**0.00591**	2.2%

3-8 FY27 Sales by Customer [Total]

(million yen)

	FY2026 Results		**FY2027 (Forecast)**		Change (amount)	Change (%)
	Revenue	Ratio	**Revenue**	**Ratio**		
HONDA Group	92,678	35.5%	**95,930**	**34.3%**	3,252	3.5%
FORD	52,574	20.2%	**54,370**	**19.4%**	1,796	3.4%
GM	24,090	9.2%	**27,600**	**9.9%**	3,510	14.6%
YAMAHA Group	15,153	5.8%	**16,390**	**5.9%**	1,237	8.2%
TVS	9,270	3.6%	**11,970**	**4.3%**	2,700	29.1%
ZF/STELLANTIS	10,002	3.8%	**11,570**	**4.1%**	1,568	15.7%
Hero	5,671	2.2%	**6,640**	**2.4%**	969	17.1%
SUZUKI Group	6,009	2.3%	**5,780**	**2.1%**	-229	-3.8%
Kanematsu (Harley-Davidson, etc.)	5,348	2.1%	**5,670**	**2.0%**	322	6.0%
Bajaj	3,848	1.5%	**4,800**	**1.7%**	952	24.7%
Others	36,193	13.8%	**39,280**	**13.9%**	3,087	8.5%
Total	**260,836**	**100.0%**	**280,000**	**100.0%**	**19,164**	**7.3%**
(Exchange rate effect)					**(1,400)**	

3-9 FY27 Sales by Customer [Motorcycle business]

(million yen)

	FY2026 Results		**FY2027 (Forecast)**		Change (amount)	Change (%)
	Revenue	Ratio	**Revenue**	**Ratio**		
HONDA Group	57,274	45.9%	**62,940**	**45.0%**	5,666	9.9%
YAMAHA Group	15,153	12.2%	**16,390**	**11.7%**	1,237	8.2%
TVS	9,270	7.4%	**11,970**	**8.6%**	2,700	29.1%
Hero	5,671	4.5%	**6,640**	**4.7%**	969	17.1%
SUZUKI Group	6,009	4.8%	**5,780**	**4.1%**	-229	-3.8%
Kanematsu (Harley-Davidson, etc.)	5,180	4.2%	**5,570**	**4.0%**	390	7.5%
Bajaj	3,848	3.1%	**4,800**	**3.4%**	952	24.7%
KAWASAKI Group	2,810	2.3%	**2,780**	**2.0%**	-30	-1.1%
Others	19,476	15.6%	**22,930**	**16.5%**	3,454	17.7%
Total	**124,691**	**100.0%**	**139,800**	**100.0%**	**15,109**	**12.1%**
(Exchange rate effect)					**(-2,300)**	

3-10 FY27 Sales by Customer [Automobile business]

(million yen)

	FY2026 Results		**FY2027 (Forecast)**		Change (amount)	Change (%)
	Revenue	Ratio	**Revenue**	**Ratio**		
HONDA Group	35,404	26.0%	**32,990**	**23.6%**	-2,414	-6.8%
FORD	52,574	38.7%	**54,370**	**38.8%**	1,796	3.4%
GM	24,090	17.7%	**27,600**	**19.7%**	3,510	14.6%
ZF	5,698	4.2%	**5,910**	**4.2%**	212	3.7%
STELLANTIS	4,304	3.2%	**5,660**	**4.0%**	1,356	31.5%
Others	13,906	10.2%	**13,470**	**9.7%**	-436	-3.1%
Total	**135,975**	**100.0%**	**140,000**	**100.0%**	**4,024**	**3.0%**
(Exchange rate effect)					**(3,700)**	

3-11 Breakdown of Major Capital Expenditures (FY27 Forecast)

(million yen)

Business		Investment Amount	Details
Motorcycles	ICE	8,750	**Mainly enhancement of ICE production capacity in India**
	CASE	170	**Mainly enhancement of laminated motor cores and e-Axle in India and Vietnam**
Automobiles	ICE	7,440	**Mainly enhancement of production capacity in North America and Japan**
	CASE	5,740	**Mainly laminated motor core facilities, etc., in North America and Japan**
Environmental energy		1,183	**Gas adsorption, CNT**
Common		67	**Office and development center investment**
Facility investment total		**23,350**	

4. Progress of the 13th Medium-term Management Plan

Accelerating growth through both core clutches and electrification

India — Business growth above market growth

Capturing market growth supported by GST rate cuts

- Approximately 73% share of India's motorcycle clutch market
- Expanding capacity across 7 production bases and 3 functional bases

Capturing opportunities to improve product mix

- Capturing scooter demand
- Introducing automatic starting clutches for medium- and large-sized models amid growing demand

Advancing into potential markets with India as a hub

- Winning new business in Africa and South America
- Expanding the aftermarket parts business

Vietnam — FCC e-Axle Order expansion

Fuel price hikes and city-center gasoline vehicle bans driving EV motorcycle demand

- Strong orders for FCC e-Axle from Dat Bike
- Orders of approx. 40,000 units expected in FY2027, the first year of sales

DatBike ERA series, announced May 2026

ERA E1 ERA E2



Reference URL: Dat Bike ERA - Đủ thực lực, Cân đời thực

Electrification business expansion: Growth phase toward profitability

Differentiated technology ① Motor assembly

- Proprietary, compact and highly efficient
- Uses heavy rare earth-free magnets



Differentiated technology ② FCC e-Axle

- High customizability and mounting flexibility

Revenue growth

- Expansion into India and ASEAN
- Development of connected services business

Strengthening profitability in North America and positioning India and electrification as the next growth drivers

North America — Sustainable growth

Improving current profitability and strengthening a stable earnings base

Current situation:

- Pickup truck demand remains firm
- Progressing shift to HEVs expands growth opportunities
- Building a stronger earnings structure improves profitability

Establishing an earnings base for the 14th Medium-term Plan (FY2032 onward)

- Secured medium- and long-term business with North American customers
- Mass production of newly awarded projects to start in 2031, contributing to revenue



Clutches for FR 10-speed transmissions

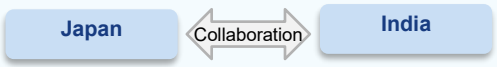
India — Market development

Strengthening local development capabilities to keep pace with market growth

Opportunities in India (*Company research)

- Market expands as incomes rise
- Approximately 30% growth to 6 million vehicles in 2030
- AT/CVT adoption and the BEV market are expanding
- Share of new vehicle sales:
  AT + CVT + HEV + BEV
  2025: 20%
  2030 forecast: 50%

Project launched: Mass production targeted by 2030



India automobile business commercialization project

FCC Research & Technology India

China — Profitability improvement

Improving profitability of the China business by expanding the customer base and product areas

Current situation:

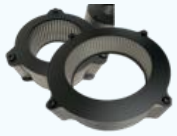
- Lower clutch orders from Honda have reduced profitability

Improvement initiatives

- Expanding clutch component sales to Chinese OEMs
- Strengthening production technology and reducing costs for laminated motor cores (mass production started in 2025)
- Driving higher added value by expanding into peripheral components and modules for laminated motor cores



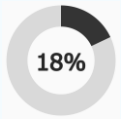
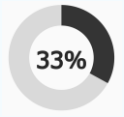
For expanded sales to Chinese OEMs Clutch discs



Laminated motor core

Steadily executing core and growth investments to build a future earnings base

Cash allocation: Total of ¥33.8bn expected in Year 1 (growth investment ¥14.2bn + core business investment ¥19.6bn)

Year 1 Progress FY2027 Forecast / Five-year Plan	Priority Themes and FY2027 Investments for Future Growth	Key Investments and Initiatives	Outcomes and Future Value
Growth investments **¥14.2bn / ¥80.0bn** **18% / 100%**  Year 1 progress / Five-year plan	**Motorcycle EV/CASE** India and Vietnam to ASEAN **¥1.2bn** **incl. R&D ¥1.0bn**	・FCC e-Axle mass production and capacity expansion ・Launching connected services ・Expanding motor core sales	Enhancing added value by acquiring both hardware and software capabilities
	Automotive EV/CASE Japan / N. America / India / China **¥8.9bn** **incl. R&D ¥3.2bn**	Laminated motor cores ・Establishing a production system in Japan ・Developing differentiated technologies Thermal management ・Developing thermal management products	Global rollout of laminated motor cores and thermal management products
	Environmental Energy **(including next-generation businesses)** **¥4.1bn** **incl. R&D ¥2.9bn**	Leveraging materials technologies and implementation capabilities to enter decarbonization, battery, and semiconductor-related markets	FY2027: Finalize specifications FY2028: Customer development FY2029: Planned market launch
Core business investments **¥19.6bn / ¥60.0bn** **33% / 100%**  Year 1 progress / Five-year plan	**Core motorcycle clutches** India / ASEAN **¥10.7bn** **incl. R&D ¥1.9bn**	India: Expanding production capacity ASEAN: Developing fuel-efficient technologies Developing next-generation clutches	Improve competitiveness and profitability
	Core automotive clutches North America / India **¥8.9bn** **incl. R&D ¥1.5bn**	Preparing for production for North American customers India: Preparing for automotive component production	North America: Production planned to start in FY2032 India: Production planned to start by FY2031

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The performance forecasts provided in this document have been produced based on information available at the time of the announcement of the first-half FY2027 financial results, and are subject to risks and uncertainties. Please note that actual results may differ from plans and forecasts due to changes in the business environment, etc. Also, the purpose of this document is to provide information about our business activities, and it is not a solicitation to purchase our shares.

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