

Business Unit IR Meeting

Time	Program	Speakers
Part 1 Mineral Resources, Energy, Chemical & Electronics Business Unit		
1:00 ~ 1:20	Initiatives under SHIFT 2023 and Growth Strategy	Senior Managing Executive Officer, General Manager, Mineral Resources, Energy, Chemical & Electronics Business Unit, Yoshiyuki Sakamoto
1:20 ~ 1:50	Questions and Answers	
1:50 ~ 2:00	Intermission	
Part 2 Infrastructure Business Unit		
2:00 ~ 2:20	Initiatives under SHIFT 2023 and Growth Strategy	Managing Executive Officer, General Manager, Infrastructure Business Unit, Yukihiro Honda
2:20 ~ 2:50	Questions and Answers	
2:50 ~ 3:00	Intermission	
Part 3 Energy Innovation Initiative		
3:00 ~ 3:20	Challenges for the Decarbonization and Recycling Energy Business	Executive Vice President, Head of Energy Innovation Initiative, Shingo Ueno
3:20 ~ 3:50	Questions and Answers	
3:50	Closing	