

Investor Day 2022 - To demonstrate our true value -

Time	Program	Speakers
1:30~1:35	Opening Remarks	President and Chief Executive Officer, Masayuki Hyodo
1:40~1:50	Presentation by CSO	Managing Executive Officer, Chief Strategy Officer, Hirokazu Higashino
Part 1 Business Unit Strategy under SHIFT 2023		
1:55~2:15	Metal Products Business Unit	Managing Executive Officer, General Manager, Metal Products Business Unit, Katsuya Inubushi
2:15~2:35	Questions and Answers (Intermission)	
2:45~3:05	Transportation & Construction Systems Business Unit	Managing Executive Officer, General Manager, Transportation & Construction Systems Business Unit, Norihiko Nonaka
3:05~3:25	Questions and Answers (Intermission)	
Part 2 Monitoring and Supervisory Functions for Improvement of Corporate Value		
3:30~3:50	Panel Discussion by Outside Directors	Outside Director, Koji Ishida Outside Director, Kimie Iwata Facilitator: Japan Investor Relations Association, Executive Managing Director, Ms. Yoshiko Sato
3:50~4:10	Questions and Answers	
Closing session		
4:15~4:40	General overview · Questions and Answers	President and Chief Executive Officer, Masayuki Hyodo Managing Executive Officer, Chief Strategy Officer, Hirokazu Higashino
4:40	Closing	