

Discussion with the Independent Directors

The Stakeholder Communication Committee, a cross-functional organization within the Company, held a "Discussion with the Independent Directors".

With Director Koizumi



Attendees **T.Y.** Tohoku Branch **remote**
S.T. Cement Business Division Administration Department
H.N. Kamiiso Plant **remote**
R.N. Chubu Hokuriku Branch
N.N. The Carbon Neutral Technology Development Project Team **remote**
A.N. International Business Division
Host **Y.S.** General Affairs Department

Q What are some of the characteristics of the company from the perspective of its independent directors?

A We strongly feel that each and every employee takes pride in being part of a leading company with over 140 years of history. There have been times of hardship in the company's long history, but it has overcome these hardships, is actively expanding overseas, and it is time for the struggles of the past to blossom. On the other hand,

looking within the group, there are only a few completely different industries, giving the impression of a strong cement specialization.

Q Our company now offers a wide variety of work styles. Please share your advice on what you value in future career development.

A When I was giving birth and raising my children, we did not have the support that we have today, so I feel that these are great times. It is important not to interrupt your career, but to take advantage of all the support you can get, because you will not be able to keep going if you have to take on work, childcare, caregiving, and family all by yourself. It is said that it takes the support of 10 people to nurture a female businessperson, so it is difficult to do it alone no matter how hard you work. Therefore, it is important to always remain grateful to those around you, including your family and colleagues. Since society is now promoting the active participation of women, we should try to get on board with this trend.

After the Discussion

Normally, we rarely have the opportunity to hear directly from management, as their intentions and ideas go through various internal processes before reaching us. Through the exchange of various opinions at this discussion meeting, we were able to gain a clearer understanding of what is expected of us in our daily work, and it was a valuable opportunity to increase our motivation.

A.N.



With Director Emori



- Attendees**
- T.O.** Chubu Hokuriku Branch
 - A.N.** The Carbon Neutral Technology Development Project Team remote
 - K.M.** Nghi Son Cement Corporation remote
 - T.I.** Kumagaya plant
 - S.Y.** General Affairs Department
 - A.S.** Production Department
 - Y.M.** Corporate Planning Department
- Host** Y.S. General Affairs Department

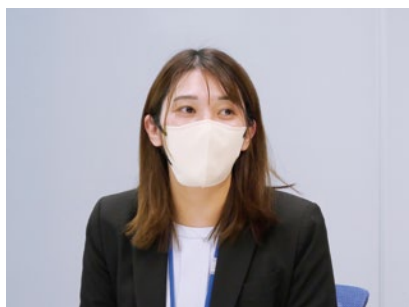
will face your work by embodying your own themes, such as "What is it that I can do?" and "What should I do?" to overcome difficult situations. When encountering difficulties, actively engage in dialogue with your superiors and seniors to get in touch with their humanity and outlook on life. That way, you may find some constructive answers. I hope that all of you will have an unshakable focus in your lives and become people equipped with virtue.

Q We are in a difficult business environment right now, what will it take to keep us motivated?

A It is important for young people to align their vectors with the president's vision of "becoming an outstanding leading company in the Pacific Rim," and to look ahead to the future and work hard without being too concerned about the situation in front of them. I hope that you

Q What is the experience that a young employee should have?

A I hope that you will make an effort to gain experience and knowledge of company operations and management. Furthermore, in order for our company to accelerate global management in the future, language skills that can be used overseas and the ability to communicate with local staff are also indispensable. In order to become such sought-after human resources, I hope that you will actively look outward from a young age.



With Director Furikado



Attendees **A.H.** Central Research Laboratory
S.H. General Affairs Department
M.Y. Saitama Plant **remote**
S.I. Taiheiyo Cement Philippines, Inc. **remote**
T.H. Chugoku Branch
M.O. Human Resources Department
K.S. Accounts Department

Host Y.S. General Affairs Department

Q What are your expectations for young employees in order for our company to become an outstanding leading company?

A While energy prices continue to soar, the price pass-through to cement has not progressed well, resulting in very difficult business conditions in FY2023. However, times of trouble are opportunities to change

things radically. As the top manufacturer in Japan, we must develop and lead the way on cement pricing policy. I would like to encourage young employees, with their fresh and flexible senses, to proactively make various proposals from the perspective of "if I were the president".

Q Please tell us about what it is that our company should communicate more to society.

A Cement is the base material for infrastructure and, as a necessary industry, it will not disappear in the future. The fact that we have created a technology that utilizes a wide variety of waste materials to produce cement and contributes to the circular economy is proof that the cement industry itself is sustainable. On the other hand, it is less well known that the company is actively working to achieve carbon neutrality and that it is a global company with overseas factories accounting for nearly 40% of its production capacity. I think that should be more widely communicated to society.

After the Discussion

We asked them about the corporate culture that they felt was unique to our company. The foundation of our company is the long 140-year history built by our predecessors, and I once again recognize that it is my role to pass on this history to the next generation. I would like to use this opportunity of this discussion meeting as an impetus to work harder than ever before.

S.H.

