



New Corporate Philosophy and Long-Term Vision

— Challenges for the Next Decade —

November 7, 2025

Previous social context

- Post-global financial crisis economic stagnation
- IT revolution & innovation in mobile/internet technologies
- Great East Japan Earthquake & review of national energy policy

Society transforming rapidly
People's values diversifying

Current Management Philosophy Framework

Formulated in 2015 to mark 140th anniversary



The Furukawa Company Group will remain indispensable to society by always embracing a spirit of challenge, advancing the technologies that have underpinned the foundation of society that originated in mining development.



Vision for 2025 FURUKAWA Power & Passion 150





Current social background

- Sustainable society
- Diversity
- Digital transformation (DX) & AI
- Workstyle changes
- Changing values
- Globalization
- Declining birth rate & aging population
- Population decline
- Aging infrastructure
- Natural disasters & disaster mitigation/prevention



Industry changes and desired course

- Sustainable Development Goals (SDGs) initiatives
- Diversity, equity, and inclusion (DE&I) efforts
- Workstyle reforms
- DX/AI innovation
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Challenges for the Furukawa Company Group

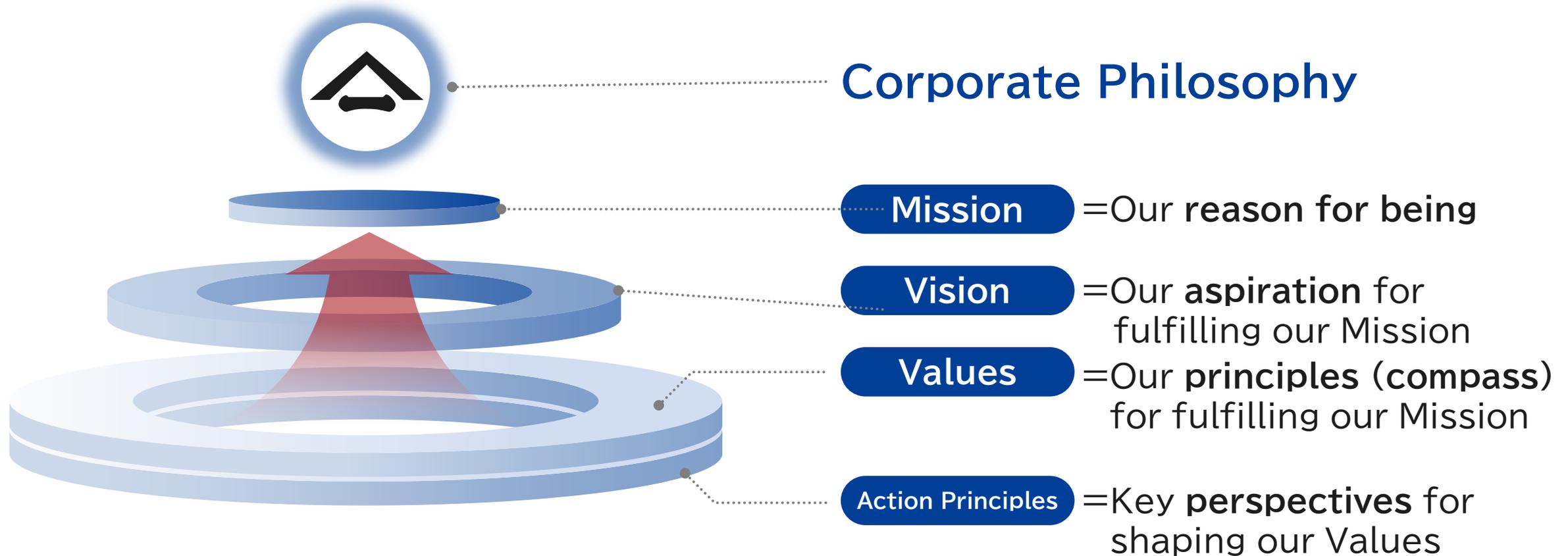
- SDGs/DE&I progress
- Power & Passion 150: Progress, challenges, and reflections
- A company that co-creates social resilience

Expected to evolve into a company that stays closely connected with society and helps resolve a wide range of social issues

Formulation of new corporate philosophy and long-term vision to mark 150th anniversary



New Corporate Philosophy Framework (2025)





Furukawa Company Group Corporate Philosophy

Since its founding in 1875, the Furukawa Company Group has supported social infrastructure through technologies rooted in its origins in mine development, while continually transforming its businesses through self-driven reform in response to changing times.

As modern society grows ever more diverse, there is a pressing need to build a sustainable, inclusive society where everyone can live with peace of mind.

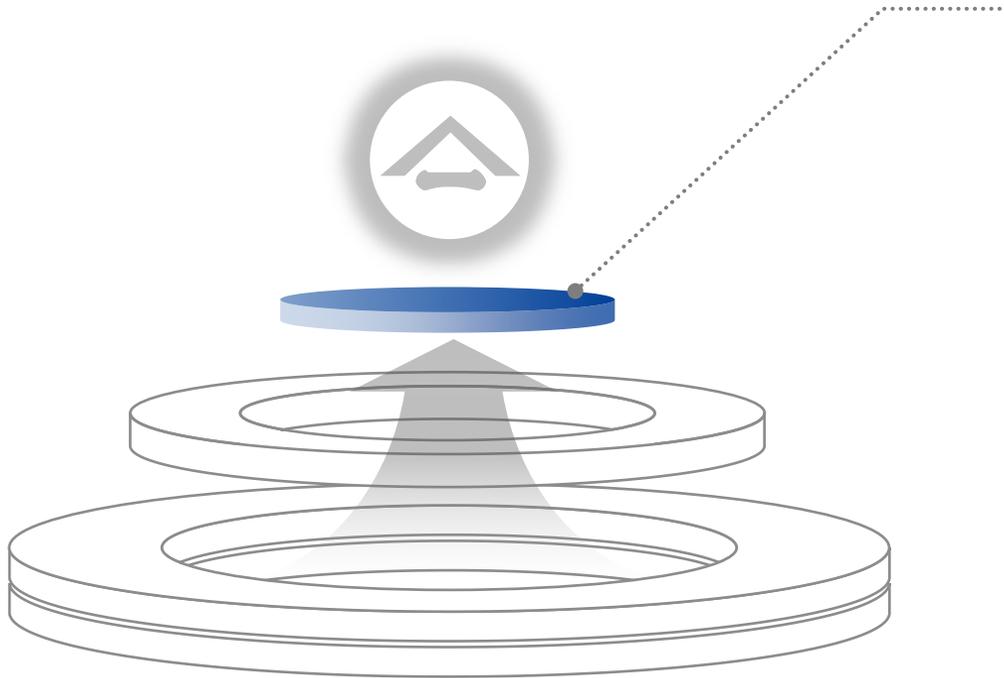
To address these social issues, the Group will advance marketing-based management and remain a company that is indispensable to society by delivering both social and economic value.

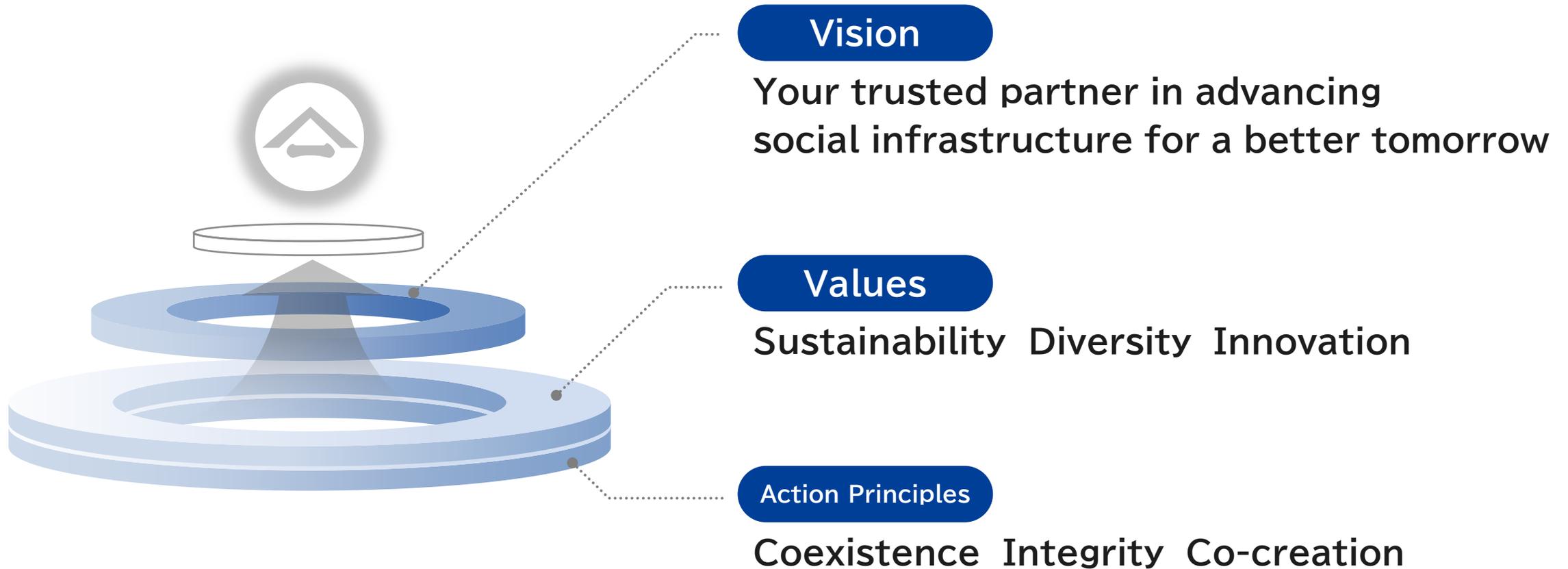


Mission

Realize a prosperous society in harmony with the environment

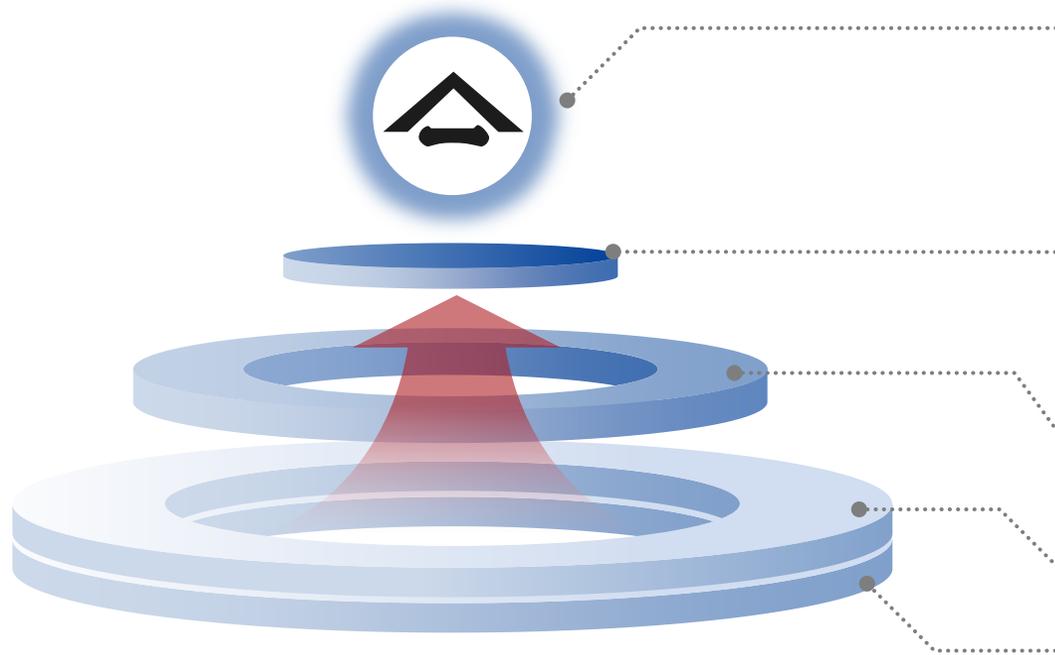
Leveraging our creative problem-solving capabilities that have supported social infrastructure, we will help build a safe, comfortable society that is in harmony with the environment.







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Vision

Your trusted partner in advancing social infrastructure for a better tomorrow

Values

Sustainability Diversity Innovation

Action Principles

Coexistence Integrity Co-creation

Long-term vision to guide our next decade of growth



Vision **F** 2035

A company that co-creates social resilience

By promoting marketing-based management and strengthening our technological, human, and financial capabilities to establish a robust management foundation, we will develop infrastructure that addresses environmental and social changes and help create a more resilient and sustainable society.



Goal ① Respond to advances in social infrastructure

Priority areas

Needs

Priority items



Environment

Disaster prevention/mitigation

Environmental protection

- Support disaster prevention and mitigation through river enhancement, dam construction, and other infrastructure projects
- Contribute to global warming mitigation by developing and supplying electrified, energy-saving products
- Help realize a circular economy through the treatment and recycling of diverse waste materials

Expand connection points



Devices becoming smarter

Deployment of real-time data to enhance operational efficiency

Emergence of innovative services

- Address environmental and social issues by developing and supplying materials for ICT and IoT applications



Society

Labor shortages

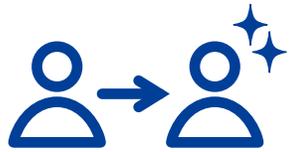
Urban development

- Foster safer and more efficient operations by developing and supplying unmanned and labor-saving products
 - Promote infrastructure construction through environmentally friendly transportation equipment
 - Support urban development tailored to regional characteristics
- Contribute to customer success through IoT-enabled support systems



Goal ② Enhance our management foundation

Priority areas



Evolving our human resource foundation

Needs

Increase responsiveness to new technologies and operations that drive value creation

Improve engagement

Energize our organization (through career development)

Priority items

- Conduct training and educational programs to enhance human resource value
- Establish and improve healthy, comfortable work environments
- Promote diversity, equity, and inclusion
- Evolve our human resource systems to foster individual growth and organizational vitality

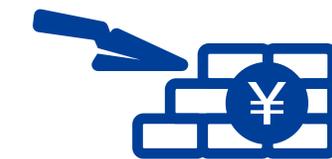
Strengthening governance



Enhance corporate value

Strengthen our risk management framework

- Ensure strict compliance
- Enhance internal controls and strengthen the audit system



Deepening our financial foundation

Improve capital efficiency to strengthen cash flow

Increase financial leverage

Raise profitability relative to invested capital

- Reduce working capital by streamlining sales, production, and logistics processes
 - Strengthen cash flow generation by promoting early collection of accounts receivable and reducing inventory levels
 - Improve capital efficiency and control interest-bearing debt
- Optimize cost of capital by controlling shareholders' equity
 - Reduce net asset flow by strengthening our dividend strategy
 - Reduce cost of capital by conducting share buybacks

Continue efforts to address priority items

Note: We plan to announce our new medium-term business plan in May 2026.



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