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Announcement of the Group's Long-Term Vision, "Vision F 2035"

At a meeting held today (November 7, 2025), the Board of Directors resolved to adopt the Furukawa Company Group's long-term vision, "Vision F 2035," which outlines our goals from fiscal 2026 through fiscal 2035. Details are provided below.

For further information on the long-term vision, please refer to the attached materials.

1. Background and objectives

In recent years, the business environment surrounding corporations has entered an unprecedented phase of structural transformation. Amid increasingly severe global environmental issues, changing demographics, diversifying values, rapidly evolving digital technologies, and fundamentally shifting capital markets, companies must pursue fresh perspectives and strategies that break away from traditional, linear growth models to achieve sustainable growth.

In light of these changes, the Group has positioned the year 2025—marking the 150th anniversary of its founding—as a key milestone. On this occasion, we updated our existing Management Philosophy to establish the new Furukawa Company Group Corporate Philosophy. At the same time, we formulated a new long-term vision, Vision F 2035, to guide us toward further corporate growth.

Originating from mine development, the Group has a long history and track record in providing technologies that support social infrastructure. Building on this, we will clarify our corporate purpose and direction for sustainable growth in the coming era. Through these efforts, we aim to practice management that balances the resolution of social issues with the enhancement of corporate value.

2. Overview of Vision F 2035

(1) Future aspiration

To address the many challenges confronting society in the future, we redefined what it means to be a company that can respond sustainably and flexibly and set forth our long-term goal of becoming "a company that co-creates social resilience." With worsening environmental issues, demographic shifts, accelerating technological innovation, and increasing social complexity, the

nature of infrastructure development itself is undergoing significant change. By responding effectively to these transformations, the Furukawa Company Group will support the construction of infrastructure that advances sustainability in the environmental, social, and economic areas—thereby helping create a more flexible and sustainable society.

We will also advance our marketing-based management approach to promote customer-focused value creation. At the same time, we will strengthen our technological, human, and financial capabilities to establish a robust management foundation. In doing so, we will strive to meet our social responsibilities and strike a balance between sustainable growth as a company and continuous value creation for our stakeholders.

(2) Business strategy

Guided by our goal to “respond to advances in social infrastructure,” the Group’s business strategy focuses on priority areas and needs in the environmental and social domains.

[Priority areas and needs]

- **Environment:** We will focus on disaster prevention and mitigation, as well as environmental stewardship, by supplying products and services that help curb global warming and realize a circular economy.
- **Society:** We will help build safe and efficient social infrastructure by addressing labor shortages and promoting the advancement of urban development.

[Priority items]

Environment

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

Society

- 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

(3) Functional strategy

To underpin our business strategy, we aim to “enhance our management foundation” by advancing our functional strategy in three ways: evolving our human resource foundation, deepening our financial foundation, and strengthening governance.

[Priority areas and needs]

- ***Evolving our human resource foundation:*** We will enhance our ability to address the latest technologies and operations that lead to value creation while improving employee engagement and revitalizing our organization through career development.
- ***Deepening our financial foundation:*** We will improve capital efficiency to enhance cash flow, increase financial leverage, and raise profitability relative to invested capital.
- ***Strengthening governance:*** We will enhance corporate value and establish a robust risk management framework.

[Priority items]

Evolving our human resource foundation

- 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

Deepening our financial foundation

- 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

Strengthening governance

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

By implementing the aforementioned strategies, we aim to improve the sustainability and transparency of our management and further deepen the relationships of trust we share with our stakeholders.



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



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

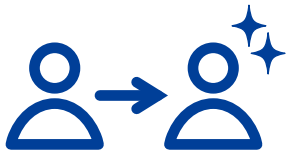
Urban development

- 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)



Strengthening governance

Enhance corporate value

Strengthen our risk management framework



Deepening our financial foundation

Improve capital efficiency to strengthen cash flow

Increase financial leverage

Raise profitability relative to invested capital

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