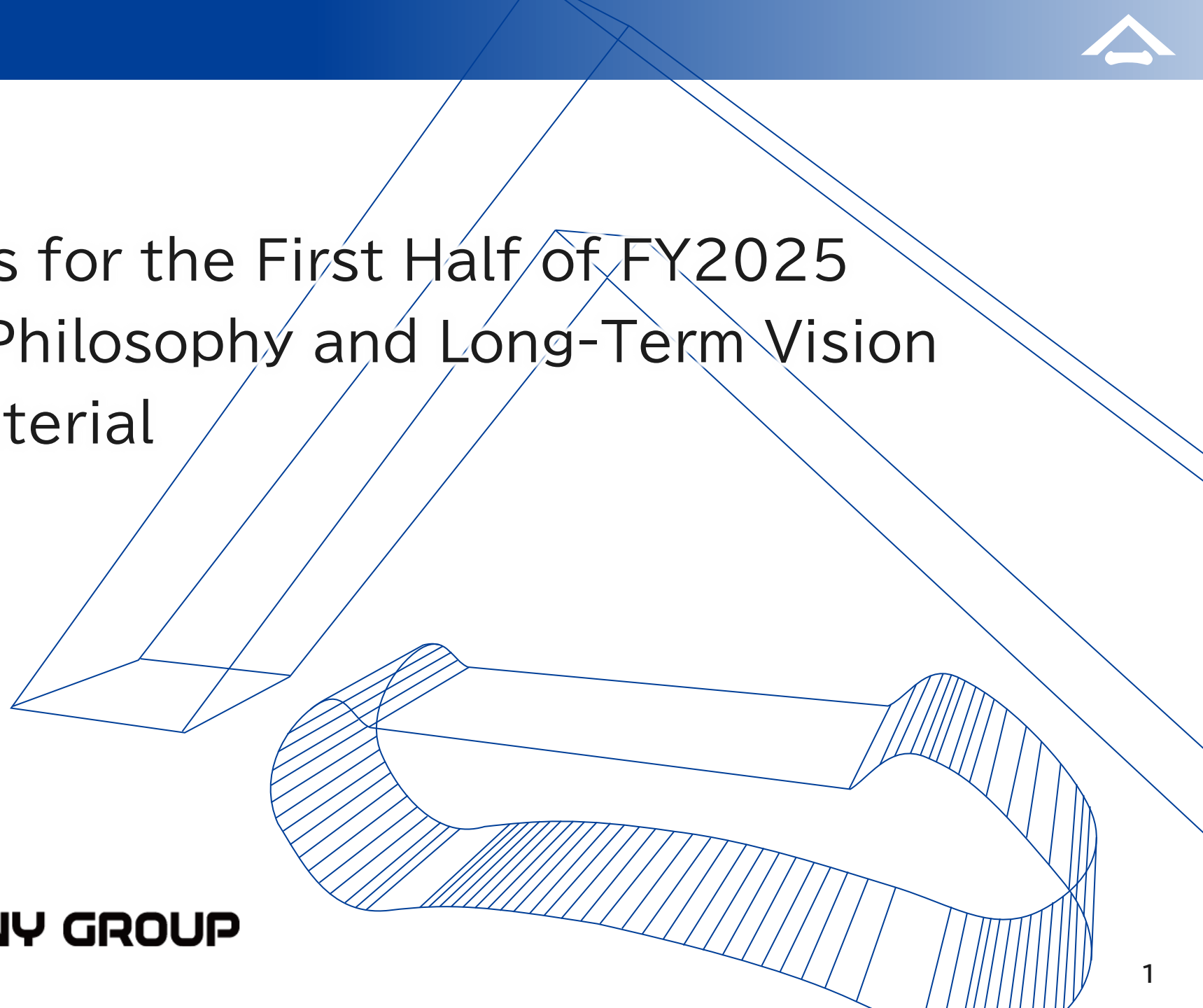




# Financial Results for the First Half of FY2025 New Corporate Philosophy and Long-Term Vision Presentation Material

November 28, 2025



**FURUKAWA COMPANY GROUP**



Consolidated Results for the First Half and  
the Full-Year Forecast P.3~22



New Corporate Philosophy and Long-Term  
Vision P.23~33

# Financial Results for the First Half of FY2025(Consolidated)



		First half of FY2024	First half of FY2025	Difference
Net sales	Million yen	93,522	97,635	4,112
Operating profit	Million yen	3,489	4,208	719
Operating margin	%	3.7	4.3	0.6
Ordinary profit	Million yen	3,428	6,297	2,869
Profit attributable to owners of parent	Million yen	8,725	4,905	(3,820)

# Financial Forecasts for the FY2025 (Consolidated)



		FY2024	FY2025 (Forecast)	Difference
Net sales	Million yen	201,216	197,500	(3,716)
Operating profit	Million yen	9,763	8,000	(1,763)
Operating margin	%	4.9	4.1	(0.8)
Ordinary profit	Million yen	9,705	9,400	(305)
Profit attributable to owners of parent	Million yen	18,619	7,500	(11,119)
Annual dividend	Yen	70	70	-

\*FY2025 (Forecast) were announced on Nov. 7, 2025

# Consolidated Income Statement



## ■ Consolidated Income Statement

(Million yen)

	First half of FY2024	First half of FY2025	Difference
<b>Net sales</b>	93,522	97,635	4,112
Cost of sales	80,166	83,105	2,939
(Gross profit)	13,356	14,529	1,172
Selling, general and administrative expenses	9,866	10,320	453
<b>Operating profit</b>	3,489	4,208	719
Non-operating income	1,368	3,120	1,751
Share of profit of entities accounted for using equity method	456	2,321	1,864
Other	912	799	(113)
Non-operating expenses	1,429	1,031	(398)
Interest expenses	264	273	9
Administrative expenses of inactive mountain	479	431	(48)
Foreign exchange losses	562	—	(562)
Other	123	326	202
<b>Ordinary profit</b>	3,428	6,297	2,869
Extraordinary income	8,278	879	(7,399)
Gain on sale of investment securities	8,248	860	(7,388)
Other	29	18	(10)
Extraordinary losses	142	52	(89)
Loss on sale and retirement of non-current assets	52	40	(11)
Other	90	12	(78)
Profit before income taxes	11,564	7,124	(4,440)
Income taxes – current	3,027	549	(2,478)
Income taxes – deferred	(278)	1,576	1,854
Profit	8,815	4,998	(3,816)
Profit attributable to non-controlling interests	89	93	3
<b>Profit attributable to owners of parent</b>	8,725	4,905	(3,820)

Recorded gain on negative goodwill and other items resulting from making Mitsui Miike Machinery Co., Ltd. an equity-method affiliate.

Recorded foreign exchange gains of ¥0.1 billion (foreign exchange gains/losses improved by ¥0.6 billion year-on-year).

Recorded gain on the sale of investment securities mainly due to the partial sales of strategic shareholdings (a large amount was sold in the previous year in line with the reduction policy).

# Consolidated Balance Sheet



(Million yen)

	FY2024	First half of FY2025	Difference
<b>Assets</b>			
Current assets	116,759	99,026	(17,733)
Non-current assets	140,347	152,872	12,525
Property, plant and equipment	94,796	94,594	(201)
Intangible assets	329	304	(25)
Investment and other assets	45,221	57,973	12,751
<b>Total assets</b>	<b>257,107</b>	<b>251,899</b>	<b>(5,208)</b>

Decrease in cash and deposits, raw materials and inventories, and notes receivable, accounts receivable, and contract assets in the industrial machinery segment.

Increase in investment securities due to rising stock prices of listed shares and the acquisition of shares of Mitsui Miike Machinery Co., Ltd., etc.

Increase in short-term borrowings, but decrease in notes and accounts payable, electronically recorded obligations, income taxes payable, and other payables, among other factors.

Increase in deferred tax liabilities, but a decrease in long-term borrowings, etc.

<b>Liabilities</b>			
Current liabilities	53,114	45,499	(7,614)
Non-current liabilities	70,420	69,956	(463)
<b>Total liabilities</b>	<b>123,534</b>	<b>115,456</b>	<b>(8,078)</b>

<b>Net assets</b>			
Shareholders' equity	108,655	107,296	(1,358)
Share capital	28,208	28,208	—
Capital surplus	2	17	15
Retained earnings	82,385	85,881	3,496
Treasury shares	(1,940)	(6,811)	(4,870)
Accumulated other comprehensive income	22,154	26,364	4,210
Non-controlling interests	2,763	2,782	18
<b>Total net assets</b>	<b>133,572</b>	<b>136,443</b>	<b>2,870</b>
<b>Total liabilities and net assets</b>	<b>257,107</b>	<b>251,899</b>	<b>(5,208)</b>

A negative entry due to the acquisition of treasury stock.

Increase in valuation difference on available-for-sale securities, among other factors.



## [Interest-bearing debt]

(Million yen)

	FY2024	First half of FY2025	Difference
Short-term	564	5,587	5,023
Long-term	50,470	49,710	(759)
Bonds payable	5,000	5,000	—
Total	56,034	60,297	4,263

Outflows due to changes in assets and liabilities related to operating activities (4.8 billion yen), net payments of corporate taxes (5.2 billion yen), etc.

## [Consolidated cash flow]

(Million yen)

	First half of FY2024	First half of FY2025	Difference
Cash flows from operating activities	(15,421)	(3,652)	11,769
Cash flows from investing activities	7,125	(3,038)	(10,164)
Cash flows from financing activities	2,629	(2,512)	(5,142)
Cash and cash equivalents	12,951	14,835	1,883

Inflows from the sale of investment securities (1.9 billion yen), but outflows due to the acquisition of property, plant and equipment (2.2 billion yen), and outflows from the acquisition of shares in affiliates (2.5 billion yen), etc.

Inflows from borrowings (7.0 billion yen), but outflows due to the acquisition of treasury stock (5.1 billion yen), and outflows from the repayment of long-term borrowings (2.7 billion yen), etc.

# Financial Results by Segment (Consolidated)



(Million yen)

	Net sales		
	First half of FY2024	First half of FY2025	Difference
Machinery	41,768	41,442	(326)
Industrial	8,778	9,533	755
Rock Drill	18,425	17,422	(1,003)
UNIC	14,564	14,486	(77)
Materials	48,659	53,080	4,421
Metals	40,589	44,683	4,093
Electronics	3,154	3,190	35
Chemicals	4,915	5,206	291
Real Estate	1,027	1,110	82
Other	2,066	2,001	(65)
Adjustment	-	-	-
Total	93,522	97,635	4,112

Operating profit		
First half of FY2024	First half of FY2025	Difference
2,187	2,138	(49)
11	516	505
1,539	1,345	(193)
636	275	(360)
952	1,703	750
579	1,215	635
(2)	92	94
374	394	19
360	421	61
26	(21)	(47)
(38)	(33)	4
3,489	4,208	719

JPY rate per US\$	152.6¥/\$	146.0¥/\$	(6.6¥/\$)
LME copper price	9,477\$/ton	9,655\$/ton	178\$/ton



# Financial Forecasts by Segment (Consolidated)



(Million yen)

	Net sales		
	FY2024	FY2025 (Forecast)	Difference
Machinery	86,301	83,200	(3,101)
Industrial	22,213	19,400	(2,813)
Rock Drill	35,003	34,900	(103)
UNIC	29,084	28,900	(184)
Materials	108,757	107,800	(957)
Metals	92,384	90,300	(2,084)
Electronics	6,545	7,100	554
Chemicals	9,827	10,400	572
Real Estate	2,071	2,100	28
Other	4,085	4,400	314
Adjustment	-	-	-
Total	201,216	197,500	(3,716)

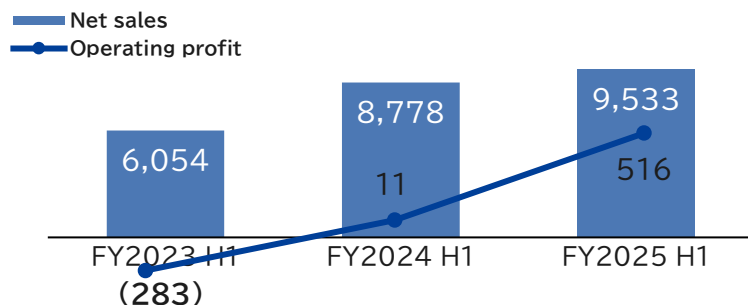
Operating profit		
FY2024	FY2025 (Forecast)	Difference
5,980	5,500	(480)
2,206	1,700	(506)
2,795	2,900	104
977	900	(77)
3,169	1,900	(1,269)
2,418	700	(1,718)
125	500	374
625	700	74
686	700	13
15	0	(15)
(89)	(100)	(10)
9,763	8,000	(1,763)

JPY rate per US\$	152.6¥/\$	148.0¥/\$	(4.6)¥/\$
LME copper price	9,370\$/ton	9,744\$/ton	374\$/ton

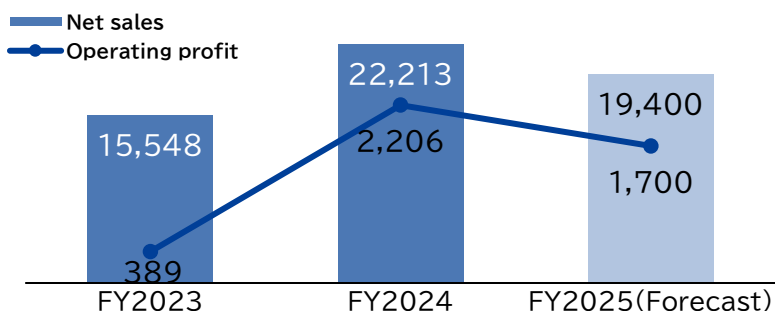
# Results by Segment (Industrial Machinery Segment)



## First Half (Million yen)



## Full-year (Million yen)



## Main factors of first half results

(Figures in parentheses indicate changes from the previous period.)

FY2025 H1	Net sales	¥9.5 billion [+0.7 billion]	<ul style="list-style-type: none"> <li>Increased sales for material machinery due to higher sales of crushing equipment, and increased revenue for pumps due to higher shipments of parts.</li> <li><b>Order backlog: ¥8.0 billion</b> [¥(6.2) billion], of which ¥3.6 billion is expected to be recorded as sales in the second half period.                             <ul style="list-style-type: none"> <li><b>Material machinery:</b> Crushing plants, quarry plants.</li> <li><b>Bridges:</b> Nakano Station new north exit deck, Itado Bridge, Techno three-dimensional steel bridge, and others.</li> <li><b>Belt conveyors:</b> Concrete transport equipment for dam construction, earth and sand transport equipment for tunnel excavation, etc.</li> </ul> </li> </ul>
	Operating profit	¥0.5 billion [+¥0.5 billion]	<ul style="list-style-type: none"> <li>Operating profit increased due to a decrease in additional costs associated with delays in plant construction for material machinery that occurred in the same period of the previous year.</li> </ul>
FY2025 Forecast	Net sales	¥19.4 billion [¥(2.8) billion]	<ul style="list-style-type: none"> <li>Net sales in the pump business are expected to increase due to higher shipments of slurry pumps.</li> <li>Net sales in material machinery are forecast to decrease due to lower sales of main units, plants, and parts. Bridges and pump equipment are also forecast to decrease due to a reactionary decline from the previous fiscal year, resulting in an overall decrease in net sales.</li> </ul>
	Operating profit	¥1.7 billion [¥(0.5) billion]	<ul style="list-style-type: none"> <li>Operating profit is forecast to decrease overall due to lower profit in material machinery, pump equipment, and bridges.</li> </ul>

## Reference

### Pumps



#### Features

Pumps products superior in the durability and abrasion resistance which was amassed through mine development.

#### Destinations

Shield tunnel construction sites, sewage treatment plants, etc.

#### Market share



Sewage Pumps Slurry Pumps

### Material machinery



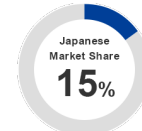
#### Features

Supports section plants including machine manufacturing and sales.

#### Destinations

Quarries, limestone mines, steelworks, etc.

#### Market share



Crushers

### Infrastructure division



#### Features

Comprehensive capability to undertake all the processes from the design of construction work to its execution.

#### Destinations

New construction of steel bridges, Construction of conveying earth and sand, etc.

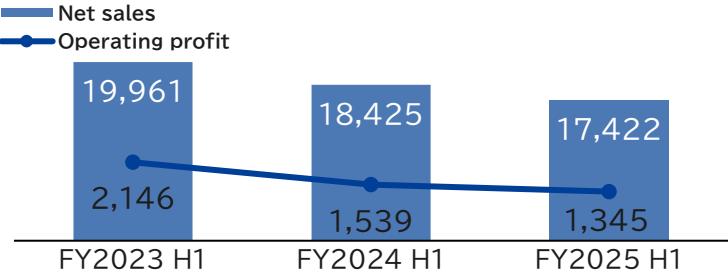
#### Attention

Belt conveyors attract attention as an alternative to dump trucks for transporting earth and sand. Inquiries are increasing.

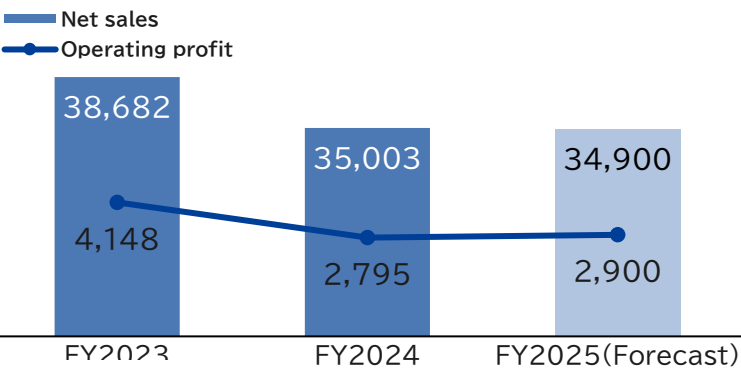
# Results by Segment (Rock Drill Machinery Segment)



## First Half (Million yen)



## Full-year (Million yen)



## Reference



**Features** Wide range of models from small to super large size. High-quality and high-striking power.

**Destinations** Strip mine such as quarries, etc. Civil engineering work and construction sites, etc.

**Market share** Japanese Market Share 40%

Hydraulic breakers



**Features** Accurate and speedy drilling technology tailored to rock conditions.

**Destinations** Strip mine such as limestone mines, etc. Infrastructure work overseas, etc.

**Market share** Japanese Market Share 70%

Hydraulic crawler drills



**Features** Many proven results in mountain tunnel and large tunnel constructions.

**Destinations** Mountain tunnel construction sites, Dam headrace construction sites, etc.

**Market share** Japanese Market Share 80%

Tunnel drill jumbos

## Main factors of first half results

(Figures in parentheses indicate changes from the previous period.)

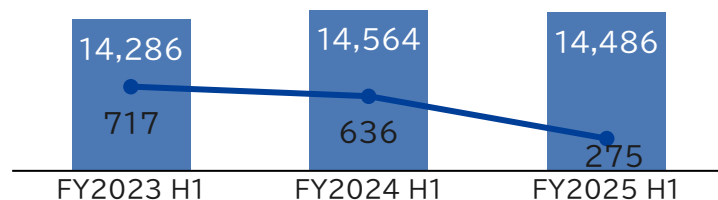
FY2025 H1	Net sales	¥17.4 billion [¥(1.0) billion]	<ul style="list-style-type: none"><li>Japan: ¥6.4 billion (same level as the previous year) Shipments of tunnel drill jumbos, hydraulic breakers, and hydraulic crushers increased, but shipments of hydraulic crawler drills decreased, and the maintenance services declined.</li><li>Overseas: ¥11.0 billion [¥(0.9) billion] Shipments of hydraulic crawler drills increased in Africa and Southeast Asia, but decreased in North America, resulting in lower net sales.</li></ul>
	Operating profit	¥1.3 billion [¥(0.1) billion]	<ul style="list-style-type: none"><li>Operating profit decreased due to lower net sales.</li></ul>
FY2025 Forecast	Net sales	¥34.9 billion [¥(0.1) billion]	<ul style="list-style-type: none"><li>Japan: ¥13.3 billion [¥(0.7) billion] Net sales of hydraulic crushers are expected to increase, but sales of tunnel drill jumbos, hydraulic crawler drills, hydraulic breakers, and maintenance services are expected to decrease, resulting in lower net sales.</li><li>Overseas: ¥21.5 billion [+¥0.6 billion] Net sales of hydraulic breakers in North America are expected to increase, leading to higher net sales.</li></ul>
	Operating profit	¥2.9 billion [+¥0.1 billion]	<ul style="list-style-type: none"><li>In Japan, both net sales and operating profit are expected to decrease, while overseas, mainly in North America, operating profit is expected to increase due to higher net sales and the effect of price increases, resulting in overall profit growth.</li></ul>

# Results by Segment (UNIC Machinery Segment)



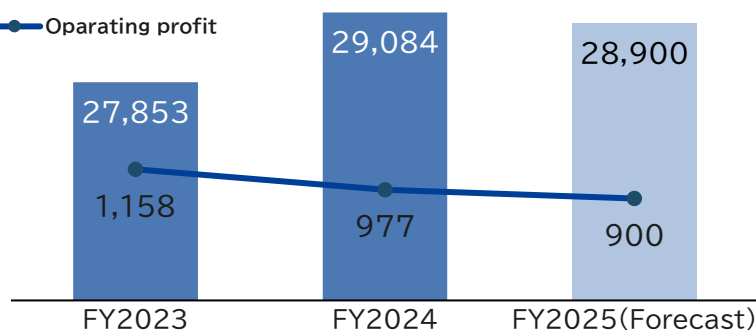
## First Half (Million yen)

— Net sales  
— Operating profit



## Full-year (Million yen)

— Net sales  
— Operating profit



## Reference



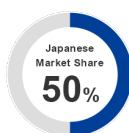
### Features

Wide range of models such as various boom lengths etc. which correspond to customer needs.

### Destinations

Construction and civil engineering sites, material handling, rental companies, etc.

### Market share



UNIC cranes



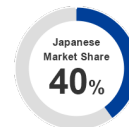
### Features

Outstanding performance in narrow ground, rough ground and indoor worksites.

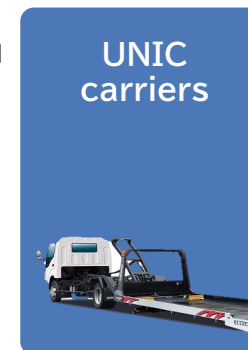
### Destinations

Narrow or rough ground, Indoor worksites, rental companies, etc.

### Market share



Mini-crawler cranes



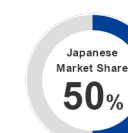
### Features

Wide range of models such as car transporter model, heavy machine transporter model, etc.

### Destinations

Car dealer, transportation company, road construction company, etc.

### Market share



UNIC carriers

## Main factors of first half results

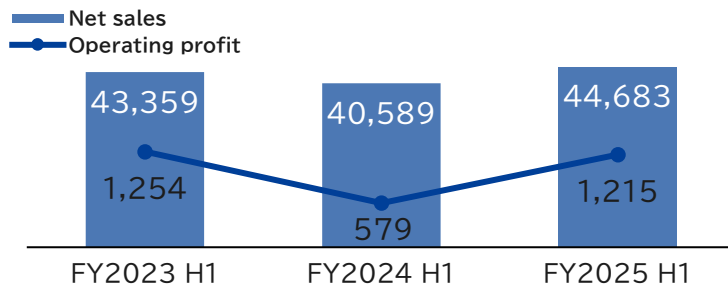
(Figures in parentheses indicate changes from the previous period.)

FY2025 H1	Net sales	¥14.4 billion [¥(0.0) billion]	<ul style="list-style-type: none"> <li>Japan: ¥10.9 billion (same level as the previous year) Shipments of UNIC carriers increased, but shipments of UNIC cranes decreased.</li> <li>Overseas: ¥3.5 billion (same level as the previous year) Shipments of UNIC cranes for Southeast Asia decreased, while shipments of mini-crawler cranes for Europe increased.</li> </ul>
	Operating profit	¥0.2 billion [¥(0.3) billion]	<ul style="list-style-type: none"> <li>Operating profit decreased due to deterioration in the cost ratio caused by increased fixed cost burden from lower domestic production volume.</li> </ul>
FY2025 Forecast	Net sales	¥28.9 billion [¥(0.1) billion]	<ul style="list-style-type: none"> <li>Japan: ¥22.3 billion [¥(0.6) billion] Shipments of UNIC carriers are expected to increase, but shipments of UNIC cranes are expected to decrease due to delays in truck supply, resulting in lower net sales.</li> <li>Overseas: ¥6.6 billion (+¥0.5 billion) Net sales are expected to increase due to higher sales of mini-crawler cranes and UNIC cranes.</li> </ul>
	Operating profit	¥0.9 billion [¥(0.0) billion]	<ul style="list-style-type: none"> <li>In Japan, although profit margin is expected to improve due to the effect of price increases, operating profit is forecast to decrease due to deterioration in cost ratio and other impacts from higher fixed cost burden caused by lower domestic production volume.</li> </ul>

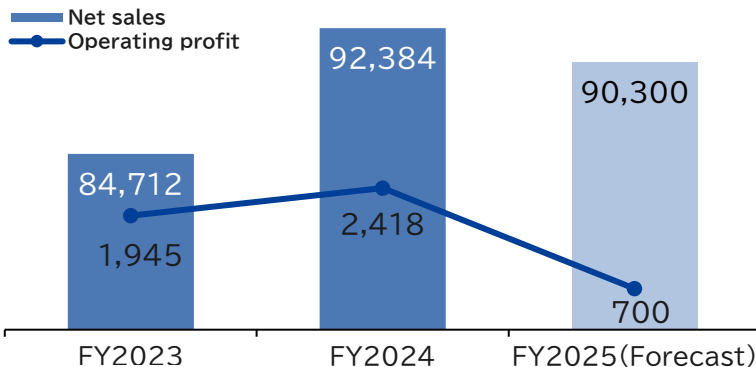
# Results by Segment (Metals Segment)



## First Half (Million yen)



## Full-year (Million yen)



## Main factors of first half results

(Figures in parentheses indicate changes from the previous period.)

FY2025 H1	Net sales	¥44.6 billion [+¥4.0 billion]	<ul style="list-style-type: none"> <li>Production volume of electrolytic copper was 22,419 tons (down 881 tons YoY), with sales volume remaining at the same level as the previous year. Revenue from electrolytic gold increased due to higher sales volume and a rise in overseas market prices. Electrolytic copper: ¥(1.2) billion [Volume¥(0.2) billion, Unit price ¥(1.0) billion, etc.] Electrolytic gold : +¥4.7 billion [Volume+¥2.4 billion, Unit price+¥2.2 billion, etc.]</li> </ul>
	Operating profit	¥1.2 billion [+¥0.6 billion]	<ul style="list-style-type: none"> <li>Despite yen appreciation and deterioration in commissioning profit or loss (due to weaker purchased ore terms), operating profit increased thanks to gains on price differences arising from metal price fluctuations. (The table shown below)</li> </ul>
FY2025 Forecast	Net sales	¥90.3 billion [¥(2.0) billion]	<ul style="list-style-type: none"> <li>Production volume of electrolytic copper is expected to be 44,838 tons (down 937 tons YoY), while sales volume is expected to decrease slightly, sales volume of electrolytic gold is forecast to decline, resulting in lower net sales. Electrolytic copper: ¥(0.0) billion [Volume¥(0.5) billion, Unit price+¥0.4 billion, etc.] Electrolytic gold : ¥(2.9) billion [Volume¥(6.6) billion, Unit price+¥3.6 billion, etc.] Electrolytic silver : +¥0.6 billion; Sulfuric acid: +¥0.1 billion; others.</li> </ul>
	Operating profit	¥0.7 billion [¥(1.7) billion]	<ul style="list-style-type: none"> <li>Operating profit is forecast to decrease due to deterioration in commissioning-related profit/loss caused by weaker purchased ore terms, and assuming no gains on price differences from metal price fluctuations in the second half of this fiscal year ending March 2026.</li> </ul>

## Reference

### Electrolytic copper



<b>Features</b>	Has been responsible for supplying electrolytic copper since founding and produce approx. 46,000 tons a year.
<b>Destinations</b>	Electric wires, copper elongation products, home appliances, communication equipment, automobiles, etc.
<b>FY2023 and Beyond</b>	Termination of entrusted copper smelting agreement with Onahama Smelting and Refining Co., Ltd., and clear outlook on fundamentally review entrusted smelting business.

### Profit/loss from metal price fluctuations in the Metals Segment

	FY2025 H1	VS FY2024 H1
Operating profit	¥1.21 billion	¥0.63 billion
Portion attributable to material price fluctuations	¥1.42 billion	¥1.11 billion
Copper	[¥0.15billion]	[¥0.16billion]
Gold	[¥1.19 billion]	[¥0.93billion]

### Actual results for exchange rates, copper prices, and gold prices

	FY2025 H1	VS FY2024 H1
JPY rate per US\$	146.0¥/\$	(6.6)¥/\$
LME copper price	9,655 \$/ton	178 \$/ton
LBMA Gold price	3,367 \$/oz	960 \$/oz

### Assumptions for exchange rates, copper prices, and gold prices

	FY2025 (Forecast)	VS FY2024 Difference
JPY rate per US\$	148.0¥/\$	(4.6)¥/\$
LME copper price	9,744 \$/ton	374 \$/ton
LBMA Gold price	3,484 \$/oz	899 \$/oz

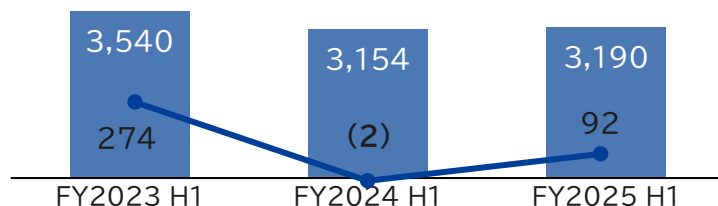


# Results by Segment (Electronics Segment)



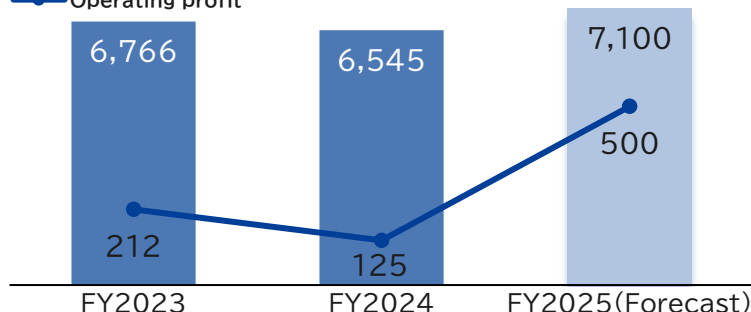
## First Half (Million yen)

— Net sales  
— Operating profit



## Full-year (Million yen)

— Net sales  
— Operating profit



## Main factors of first half results

(Figures in parentheses indicate changes from the previous period.)

FY2025 H1	Net sales	¥3.1 billion (+¥0.0 billion)	<ul style="list-style-type: none"> <li>Net sales of coils decreased due to lower sales for automotive applications, but net sales of high-purity metallic arsenic increased due to higher selling prices, and net sales of aluminum nitride ceramics increased slightly due to a recovery in demand for parts for semiconductor manufacturing equipment.</li> </ul>
	Operating profit	¥0.09 billion (+¥0.0 billion)	<ul style="list-style-type: none"> <li>Operating profit turned positive due to improved profit margin and higher net sales.</li> </ul>
FY2025 Forecast	Net sales	¥7.1 billion (+¥0.5 billion)	<ul style="list-style-type: none"> <li>Although net sales of coils are expected to decrease due to lower sales for automotive applications, net sales are forecast to increase as selling prices of high-purity metallic arsenic rise, sales volume of crystal products increases, and shipments of aluminum nitride ceramics for semiconductor manufacturing equipment parts increase.</li> </ul>
	Operating profit	¥0.5 billion (+¥0.3 billion)	<ul style="list-style-type: none"> <li>Operating profit is forecast to increase due to improved profit margin and higher net sales.</li> </ul>

## Reference

### High-purity metallic arsenic



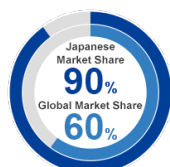
#### Features

Has been mass-producing the world's purest high-purity metallic arsenic at 99.999995% (7N5). It also boasts the global top share.

#### Destinations

PC, smartphones, infrared luminous parts, red LD and LEDs, etc.

#### Market share



High-purity metallic arsenic

### Aluminum nitride ceramics



#### Features

The heat-dissipating materials, high thermal conductivity, insulation, heat uniformity, and corrosion resistance are manufactured by our proprietary technologies such as sintering and processing.

#### Destinations

Semiconductor manufacturing equipment components, high-power LD/LEDs, resin-based heat-dissipation sheets, etc.

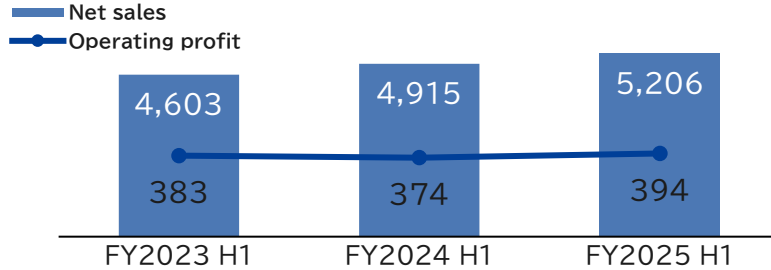
#### Full production

Awareness as an excellent heat-dissipating materials is spreading. Capital investment has been implemented to increase production to meet future demand growth.

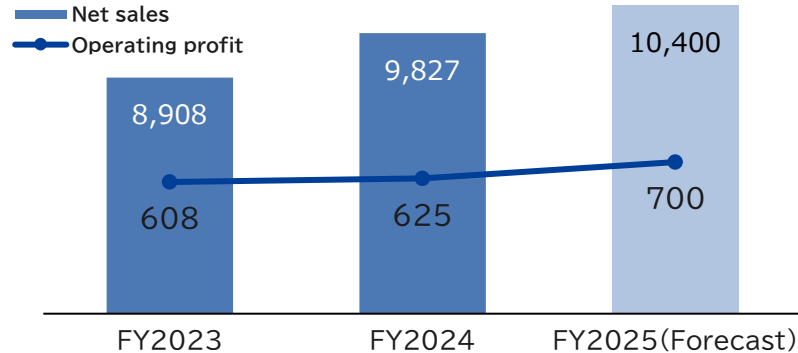
# Results by Segment (Chemicals Segment)



## First Half (Million yen)



## Full-year (Million yen)



## Main factors of first half results

(Figures in parentheses indicate changes from the previous period.)

FY2025 H1	Net sales	¥5.2 billion (+¥0.2 billion)	<ul style="list-style-type: none"> <li>Net sales increased as demand for cupric oxide recovered for package substrates in the AI server market, and sales volume of cuprous oxide increased due to strong demand for antifouling paints.</li> </ul>
	Operating profit	¥0.3 billion (+¥0.0 billion)	<ul style="list-style-type: none"> <li>Operating profit remained flat due to higher raw material costs for cupric oxide and cuprous oxide resulting from higher copper prices.</li> </ul>
FY2025 Forecast	Net sales	¥10.4 billion (+¥0.5 billion)	<ul style="list-style-type: none"> <li>Net sales are forecast to increase due to higher sales volumes of cupric oxide, cuprous oxide, and aluminum sulfate solution.</li> </ul>
	Operating profit	¥0.7 billion (+¥0.0 billion)	<ul style="list-style-type: none"> <li>Although raw material costs for cupric oxide and cuprous oxide are expected to rise due to higher copper prices, operating profit is forecast to increase due to higher net sales.</li> </ul>

## Reference



### Cuprous oxide

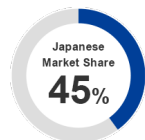
#### Features

Antifoulant for ship-bottom paints to prevent barnacle build-up.

#### Destinations

Ship-bottom paints manufacturer.

#### Market share



Cuprous oxide



### Cupric oxide

#### Features

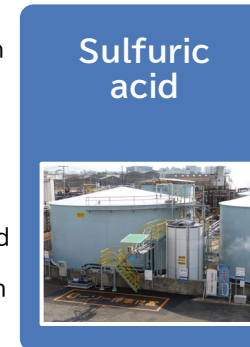
High precision plating raw materials used for oxidation catalysts or printed circuit boards such as PC, etc.

#### Destinations

Packaged boards (for PC and server processors), etc.

#### Full production

Expected increased demand for package boards due to the miniaturization and high performance of electronic materials. Production facilities expanded in 2023 to address this demand.



### Sulfuric acid

#### Features

Uses the sulfur roasting method to produce sulfuric acid with very little impurity and can be used as a food additive.

#### Destinations

Manufacturer such as chemicals, electronic devices, steel, food processing, etc.

#### Basic material

Demand is always stable as an indispensable basic material for each industry.



		Previous forecast (Announced on Aug. 7, 2025)	Revised forecast (Announced on Nov. 7, 2025)	Difference
Net sales	Million yen	194,000	197,500	3,500
Operating profit	Million yen	7,700	8,000	300
Operating margin	%	4.0	4.1	0.1
Ordinary profit	Million yen	8,200	9,400	1,200
Profit attributable to owners of parent	Million yen	5,400	7,500	2,100

JPY rate per US\$	¥/\$	144.9	148.0	3.1
LME copper price	\$/ton	9,505	9,744	239



# Financial Forecast / Compared to Previous Forecast by Segment



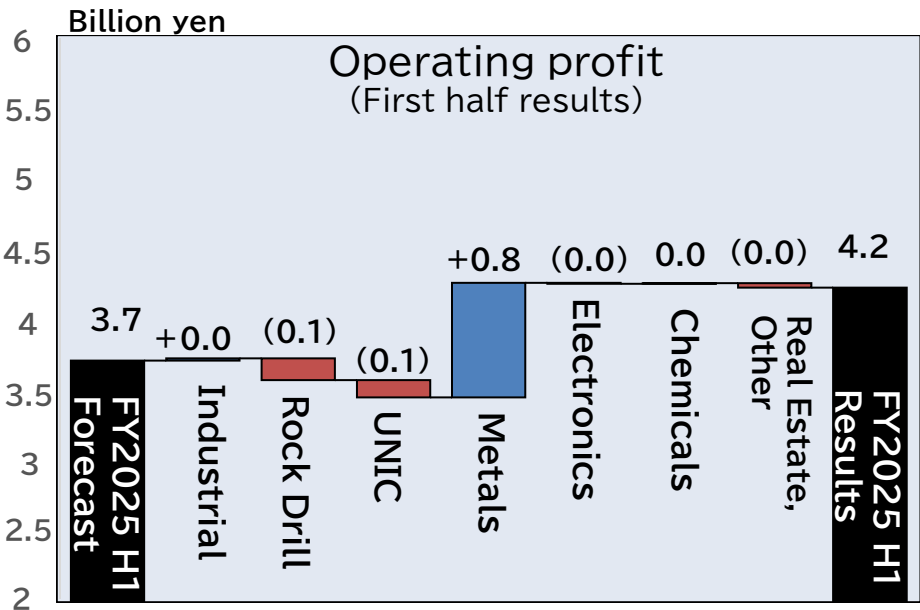
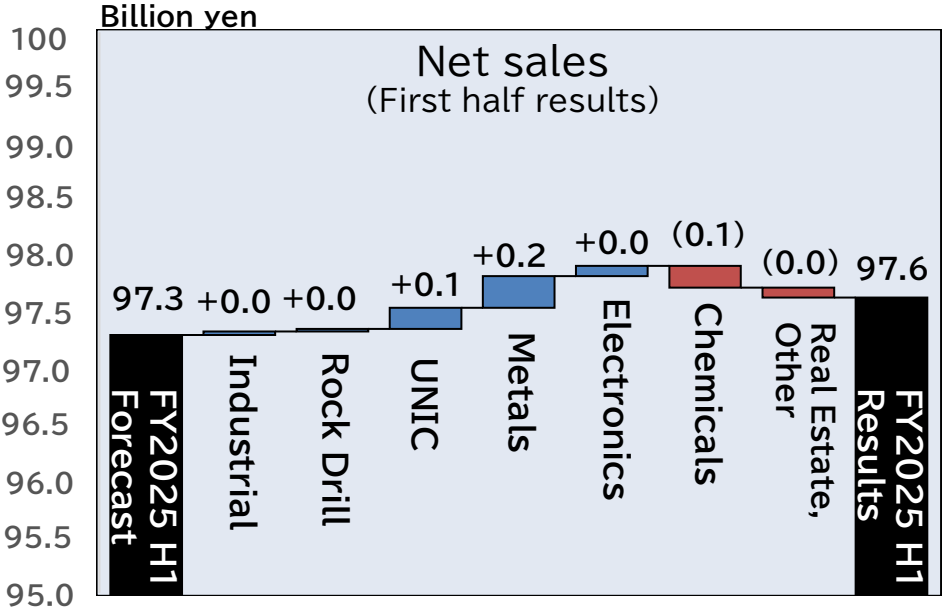
(Million yen)

	Net sales		
	Previous forecast (Announced on Aug. 7, 2025)	Revised forecast (Announced on Nov. 7, 2025)	Difference
Machinery	85,200	83,200	(2,000)
Industrial	21,700	19,400	(2,300)
Rock Drill	33,700	34,900	1,200
UNIC	29,800	28,900	(900)
Materials	102,300	107,800	5,500
Metals	84,800	90,300	5,500
Electronics	7,100	7,100	0
Chemicals	10,400	10,400	0
Real Estate	2,100	2,100	0
Other	4,400	4,400	0
Adjustment		-	
Total	194,000	197,500	3,500

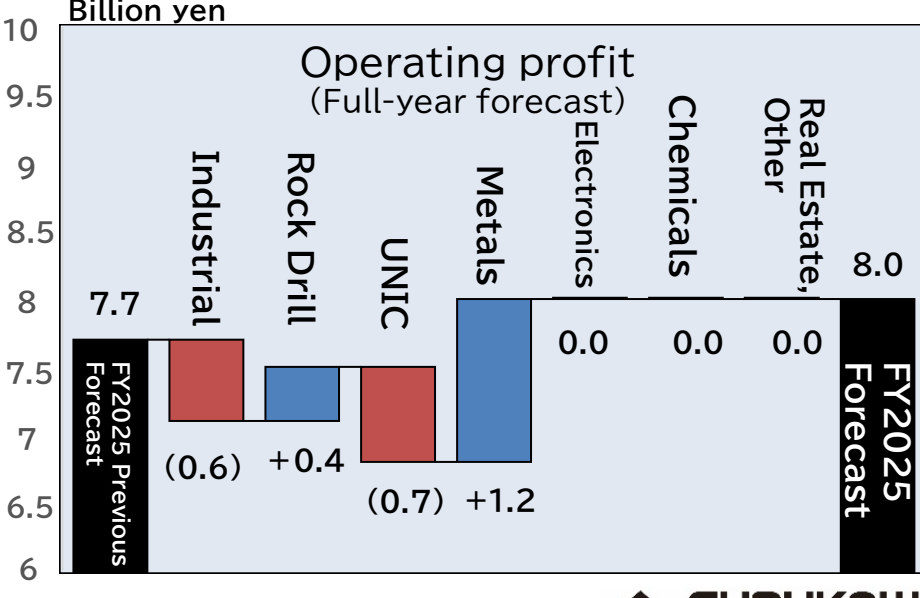
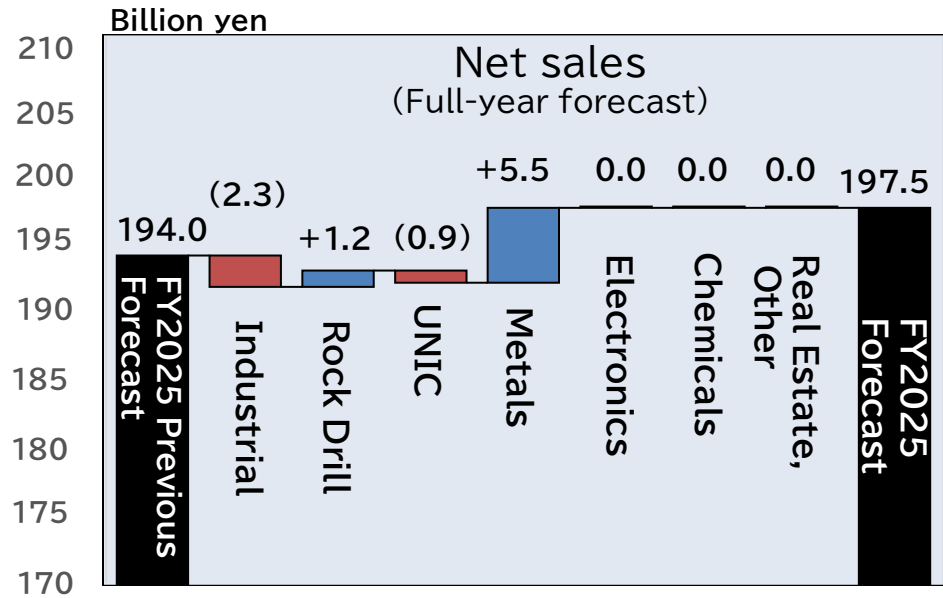
Operating profit		
Previous forecast (Announced on Aug. 7, 2025)	Revised forecast (Announced on Nov. 7, 2025)	Difference
6,400	5,500	(900)
2,300	1,700	(600)
2,500	2,900	400
1,600	900	(700)
700	1,900	1,200
(500)	700	1,200
500	500	0
700	700	0
700	700	0
0	0	0
(100)	(100)	0
7,700	8,000	300

JPY rate per US\$	144.9¥/\$	148.0¥/\$	3.1¥/\$
LME copper price	9,505\$/ton	9,744 \$/ton	239 \$/ton

# Consolidated Segment Results: Change from Previous Forecast



<Change from Previous H1 Forecast>  
Rock Drill Machinery: Operating profit decreased, as net sales increased in Japan but decreased overseas.  
UNIC Machinery: Operating profit decreased, as net sales increased overseas but decreased in Japan.  
Metals: Operating profit increased due to gains on price differences from higher overseas market prices for electrolytic gold.  
Chemicals: Net sales decreased due to lower volumes of cuprous oxide, but profit remained flat.  
Industrial Machinery, Electronics, and Real Estate: Almost in line with expectations.  
Consolidated: Operating profit increased compared with the previous forecast.  
※Exchange rate assumption  
Previous forecast 144.8¥/\$→Results 146.0¥/\$



<Change from Previous Full-Year Forecast>  
Industrial Machinery: Net sales and operating profit are expected to decrease due to deterioration in market conditions for material machinery and timing differences in belt conveyor projects.  
UNIC Machinery: Net sales and operating profit are expected to decrease as shipments decline due to delays in truck supply in Japan.  
Rock Drill Machinery: Net sales and operating profit are expected to increase as shipments rise in North America.  
Metals: Net sales and operating profit are expected to increase, reflecting higher results in H1.  
Consolidated: Operating profit is expected to increase compared with the previous forecast.  
※Exchange rate assumption:  
Previous forecast 144.9¥/\$→FY Forecast 148.0¥/\$

# Reduction of Strategic Shareholdings



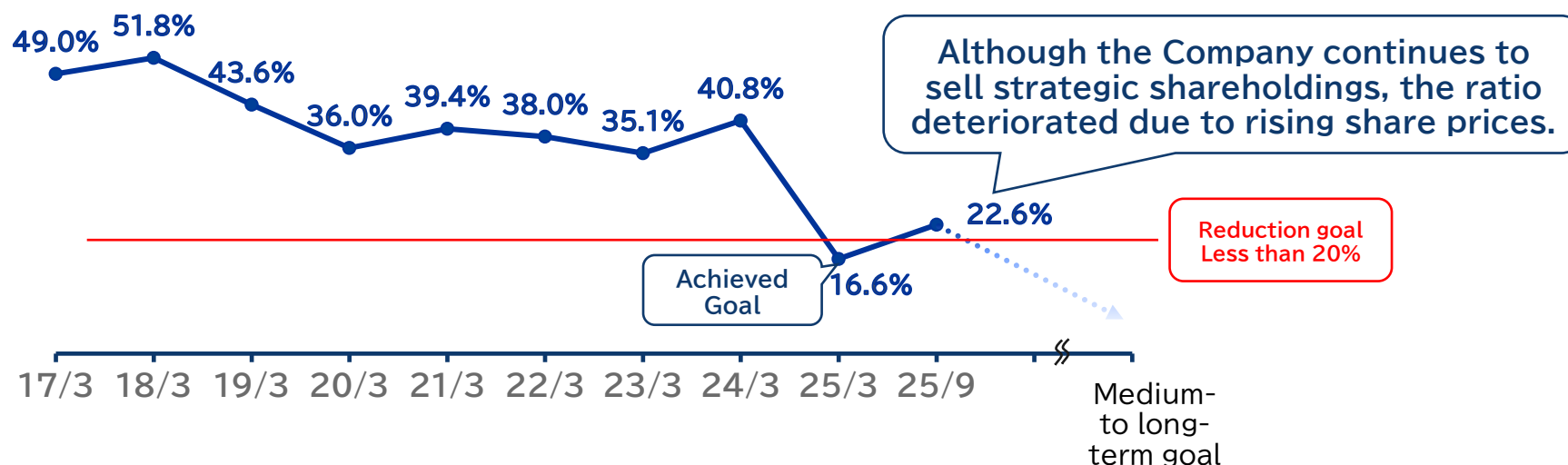
## ■Reduction target of strategic shareholdings\*

In May 2024, announced our goal of reducing the ratio of strategic shareholdings to less than 20% of consolidated net assets by the end of March 2025

At End of Mar. 2025	Ratio of strategic shareholdings has been reduced to <b>16.6%, achieving the goals</b>
Target for Mar. 2026	Aim to reduce the ratio of strategic shareholdings to <b>less than 20%.</b>

\* Strategic shareholdings  
Total amount of investment shares (in the Consolidated Balance Sheets) held for purposes other than pure investment (includes unlisted shares, but excludes shares in nonconsolidated subsidiaries and affiliates) + Shares deemed to be held for such purposes

Trends in the Ratio of Strategic Shareholdings



## ■Future actions

We will continue to reduce strategic shareholdings, including the sale of stocks deemed unnecessary to hold, and will keep disclosing the ratio of strategic shareholdings.

## [Capital Investment (Consolidated)]

( Million yen )

Capital investment	FY2023	FY2024		FY2025	
		(First half)	(Full-year)	(First half)	(Annual forecast)
Machinery	4,430		2,723		2,900
Industrial	2,547		418		200
Rock Drill	1,025		1,266		1,700
UNIC	857		1,038		1,000
Materials	1,581		1,447		1,900
Other	2,001		3,486		2,300
Total	8,013	1,683	7,657	2,438	7,100

Renewal and upgrade of facilities, etc.

Renewal of facilities at Oita Mining and others in the Metals segment.  
Renewal of sulfuric acid manufacturing equipment in the Chemicals segment, etc.

New materials development, installation of new solar power generation facilities, construction and related work for suspended or abandoned mines, etc.

## [Depreciation and Amortization (Consolidated)]

Depreciation and amortization	4,387	2,387	4,835	2,492	5,000
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## [Research and Development Expenses (Consolidated)]

Research and development expenses	1,314	675	1,287	726	1,300
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## [Metal Products, Foreign Exchange Rate (Consolidated)]

		FY2023	FY2024		FY2025	
			(First half)	(Full-year)	(First half)	(Second half Forecast)
Overseas market price of copper (Average)	¢/pound	379.3	429.9	425.0	438.0	446.0
	\$/ton	8,362	9,477	9,370	9,655	9,833
JPY rate per US\$ (Average)		144.62	152.62	152.57	146.04	150.00

Production and Sales of Furukawa Metals & Resources Co., Ltd.	FY2023	FY2024		FY2025	
		(First half)	(Full-year)	(First half)	(Second half Forecast)
Copper production volume (t)	48,262	23,300	45,775	22,419	22,419
Copper sales volume (t)	53,505	23,038	46,039	22,880	22,798

### <About copper production>

The entrusted smelting contract with Onahama Smelting and Refining Co., Ltd. was terminated at the end of March 2023. From FY2024 onward, production will be carried out only at Hibi Kyodo Smelting Co., Ltd., resulting in lower production volume.

## [Employee (Consolidated)]

	End of Mar. 2024	End of Mar. 2025	End of Sep. 2025	VS End of Mar. 2025
Number of consolidated employee (Person)	2,855	2,908	2,904	(4)

# Reference Materials



## Consolidated Financial Results

(Million yen)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (Forecast)
Net sales	142,925	165,638	157,566	165,539	163,026	172,544	161,799	149,829	167,695	174,116	165,215	159,702	199,097	214,190	188,255	201,216	197,500
Operating profit	1,597	2,821	2,154	3,363	6,886	8,925	7,988	6,545	7,820	8,915	8,693	5,592	7,734	9,031	8,524	9,763	8,000
Ordinary profit	111	1,231	1,268	2,763	6,150	6,603	6,227	7,202	8,105	8,235	8,135	6,773	8,996	9,348	10,384	9,705	9,400
Profit attributable to owners of parent	585	563	(1,659)	2,976	3,976	9,793	5,056	4,254	4,774	4,654	4,431	7,468	6,477	6,211	16,097	18,619	7,500

## Segment Performance

### [Net sales]

(Million yen)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (Forecast)
Machinery	44,313	47,025	53,198	56,852	71,111	75,990	72,232	66,803	73,453	77,580	82,691	68,635	76,938	81,658	82,085	86,301	83,200
Industrial	12,783	10,655	12,949	12,894	18,527	16,712	14,926	14,041	15,871	17,971	23,237	16,682	17,723	17,943	15,548	22,213	19,400
Rock Drill	20,386	23,880	24,143	23,305	26,842	30,910	30,076	26,979	30,199	30,372	27,663	24,149	30,910	35,752	38,682	35,003	34,900
UNIC	11,142	12,490	16,105	20,651	25,741	28,367	27,229	25,782	27,381	29,237	31,791	27,804	28,305	27,961	27,853	29,084	28,900
Materials	82,128	92,203	77,917	88,026	90,162	93,270	85,644	78,968	89,987	92,722	79,366	88,203	118,163	126,804	100,388	108,757	107,800
Metals	71,132	79,979	68,114	77,944	78,684	81,513	74,192	67,853	77,334	80,067	67,149	76,094	102,995	111,424	84,712	92,384	90,300
Electronics	5,969	7,147	4,615	4,987	5,381	5,743	5,477	5,816	6,307	6,527	5,506	5,741	7,271	6,926	6,766	6,545	7,100
Chemicals	5,025	5,076	5,187	5,093	6,096	6,013	5,973	5,298	6,344	6,127	6,710	6,367	7,896	8,454	8,908	9,827	10,400
Real Estate	2,043	1,577	1,233	1,058	1,013	2,535	3,045	3,074	3,338	2,999	2,386	2,107	2,115	2,056	1,873	2,071	2,100
Other	854	785	766	753	739	747	876	983	916	814	771	755	1,879	3,671	3,908	4,085	4,400
Paints (*1)	3,692	15,040	14,874	15,078	—	—	—	—	—	—	—	—	—	—	—	—	—
Fuels (*2)	9,893	9,004	9,576	3,770	—	—	—	—	—	—	—	—	—	—	—	—	—
Total	142,925	165,638	157,566	165,539	163,026	172,544	161,799	149,829	167,695	174,116	165,215	159,702	199,097	214,190	188,255	201,216	197,500

### [Operating profit]

(Million yen)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (Forecast)
Machinery	(3,022)	(566)	1,970	2,923	5,333	6,551	5,882	3,580	5,083	6,567	7,343	3,968	4,679	6,093	5,696	5,980	5,500
Industrial	433	(29)	708	778	1,851	1,711	1,037	104	1,005	2,088	3,208	2,113	1,396	1,515	389	2,206	1,700
Rock Drill	(2,584)	(350)	333	(67)	341	1,225	2,217	897	1,782	1,689	142	(1,324)	1,117	3,030	4,148	2,795	2,900
UNIC	(870)	(186)	928	2,212	3,141	3,614	2,627	2,578	2,295	2,789	3,992	3,180	2,165	1,547	1,158	977	900
Materials	3,985	3,044	325	324	1,695	1,770	983	1,870	1,648	1,396	776	1,040	2,349	2,309	2,765	3,169	1,900
Metals	3,224	1,494	308	282	1,503	1,449	1,154	1,738	867	581	301	499	940	11,276	1,945	2,418	700
Electronics	657	1,279	(234)	(262)	(123)	52	(368)	17	330	407	(35)	161	666	500	212	125	500
Chemicals	104	269	251	304	315	267	197	114	451	406	510	380	743	532	608	625	700
Real Estate	1,128	635	356	219	(43)	776	1,276	1,265	1,339	1,163	735	736	743	835	470	686	700
Other	(376)	(92)	(93)	(63)	(60)	(130)	(72)	(126)	(196)	(147)	(94)	(82)	17	(133)	(293)	15	0
Paints (*1)	(19)	(93)	(329)	65	—	—	—	—	—	—	—	—	—	—	—	—	—
Fuels (*2)	(29)	(56)	(13)	(28)	—	—	—	—	—	—	—	—	—	—	—	—	—
Adjustment	(69)	(49)	(60)	(78)	(39)	(42)	(80)	(44)	(55)	(64)	(68)	(71)	(54)	(73)	(114)	(89)	(100)
Total	1,597	2,821	2,154	3,363	6,886	8,925	7,988	6,545	7,820	8,915	8,693	5,592	7,734	9,031	8,524	9,763	8,000

\*1 Withdrew from the Paints business by transferring shares of Tohpe Corporation in March 2013.

\*2 Withdrew from the Fuels business by transferring shares of Furukawa Commerce Co., Ltd. in October 2012.

Notice: By applying "Accounting standards for disclosure of segment information, etc." (FY2012), we replace and display the figure for FY2011.

LME copper price (US\$/ton)	6,101	8,139	8,485	7,855	7,104	6,554	5,215	5,154	6,444	6,341	5,860	6,879	9,691	8,551	8,362	9,370	9,744
JPY rate per US\$	92.85	85.71	79.07	83.10	100.24	109.93	120.13	108.42	110.85	110.91	108.74	106.06	112.38	135.47	144.62	152.57	148.00



# New Corporate Philosophy and Long-Term Vision

— Challenges for the Next Decade —

November 28, 2025

**FURUKAWA COMPANY GROUP**



## 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

Long-term business plan and strategies

#### Action Plan

- Business strategy
- Financial strategy
- Business portfolio strategy
- Materialities (key issues) on sustainability initiatives



Medium-term business plan and strategies

#### Action Plan

- Management Strategy Meeting (rolling forward the medium-term plan)
- Development Committee

- Sustainability Promotion Meeting



Budgeting/planning for each fiscal year

#### Action Plan

- Management Strategy Meeting
- Management Committee
- Development Committee

- Sustainability Promotion Meeting





## 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
- ....



## Challenges for the Furukawa Company Group

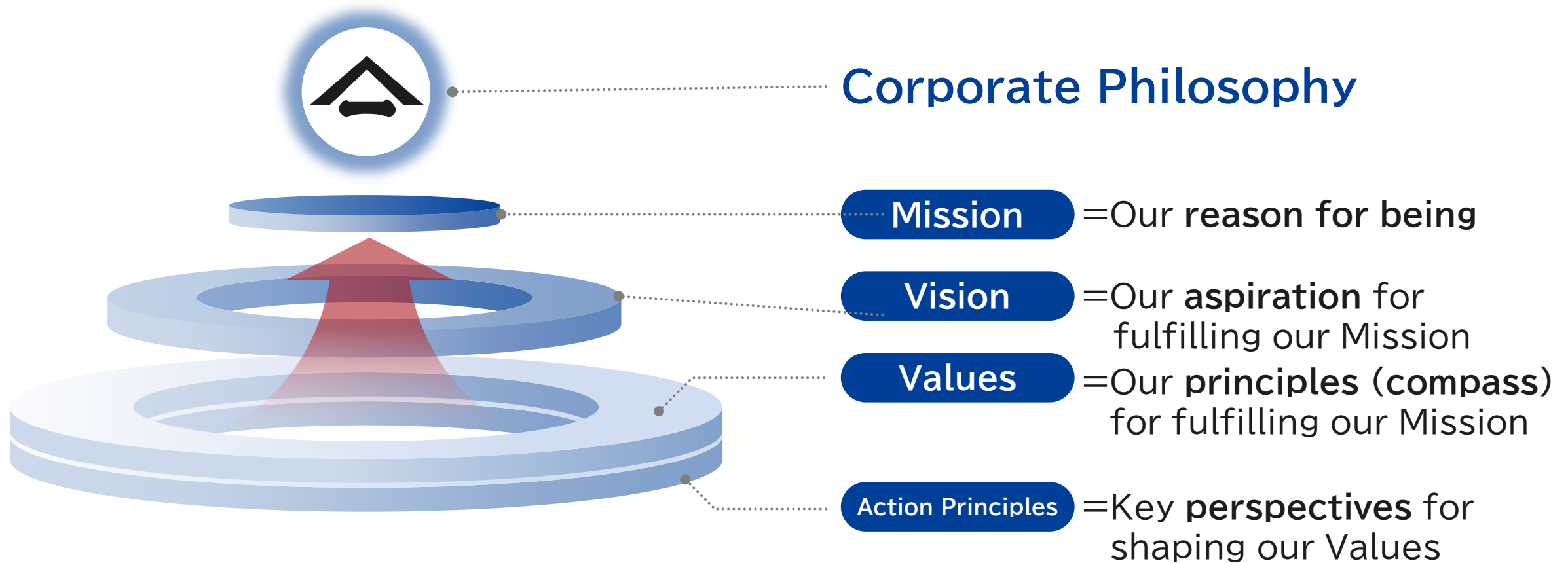
- SDGs/DE&I progress
- Power & Passion 150: Progress, challenges, and reflections
- A company that co-creates social resilience

**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.

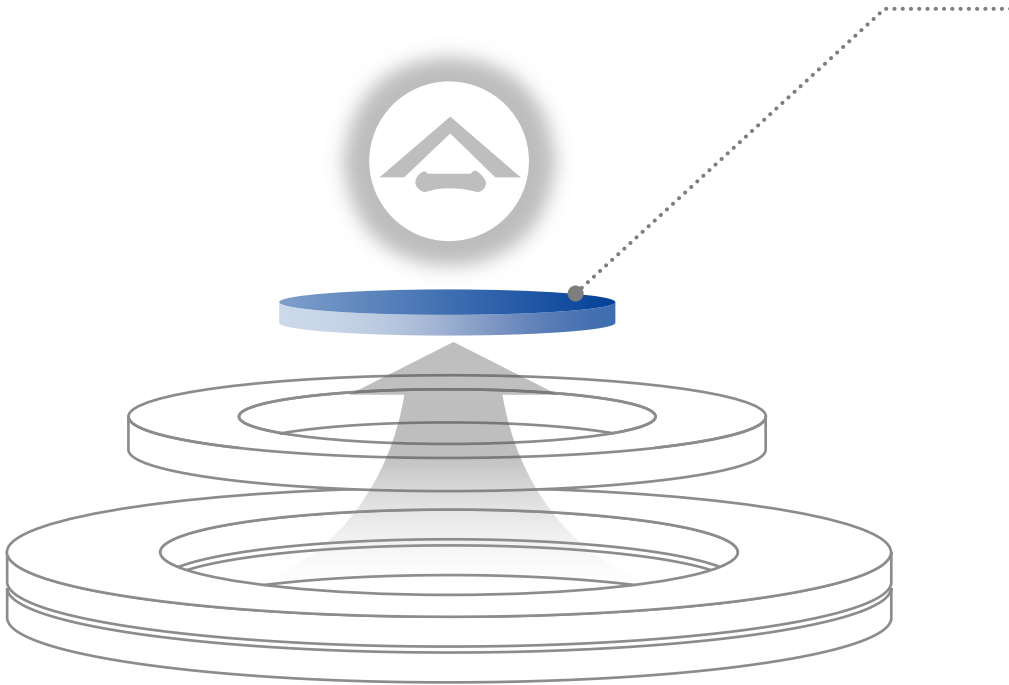
To address these social issues, the Group will advance marketing-based management and remain a company that is indispensable to society by delivering both social and economic value.

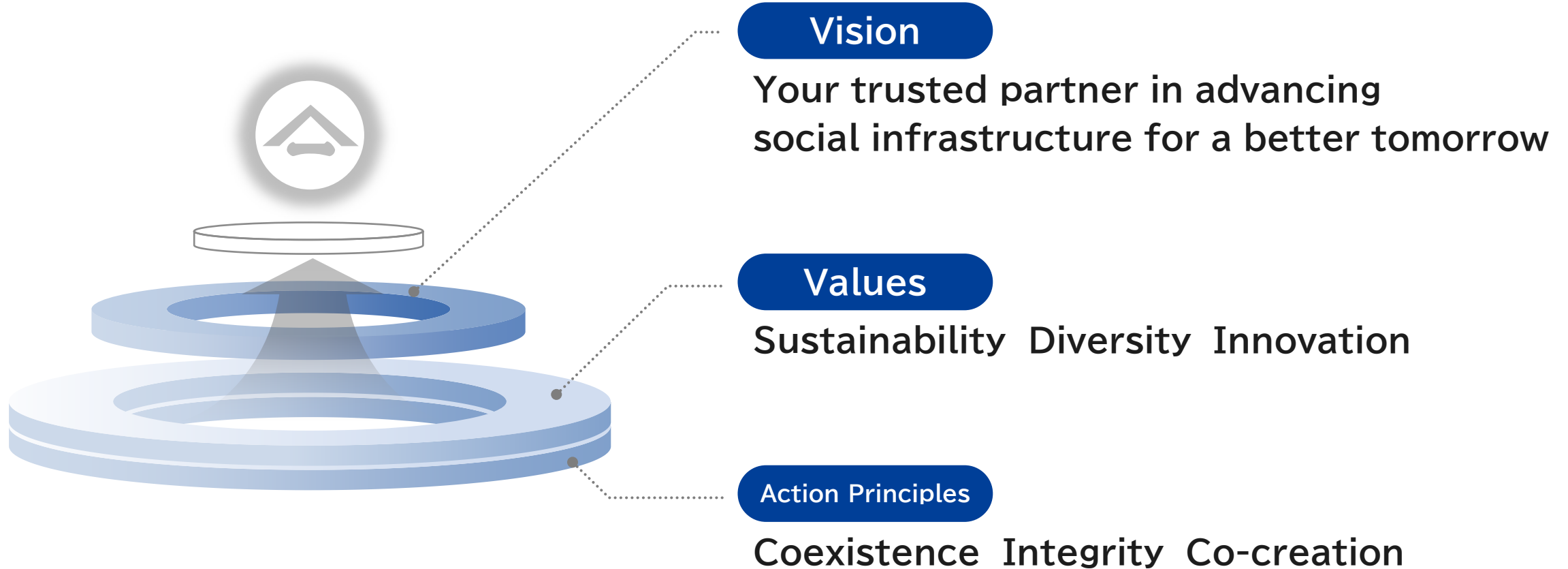


## Mission

### Realize a prosperous society in harmony with the environment

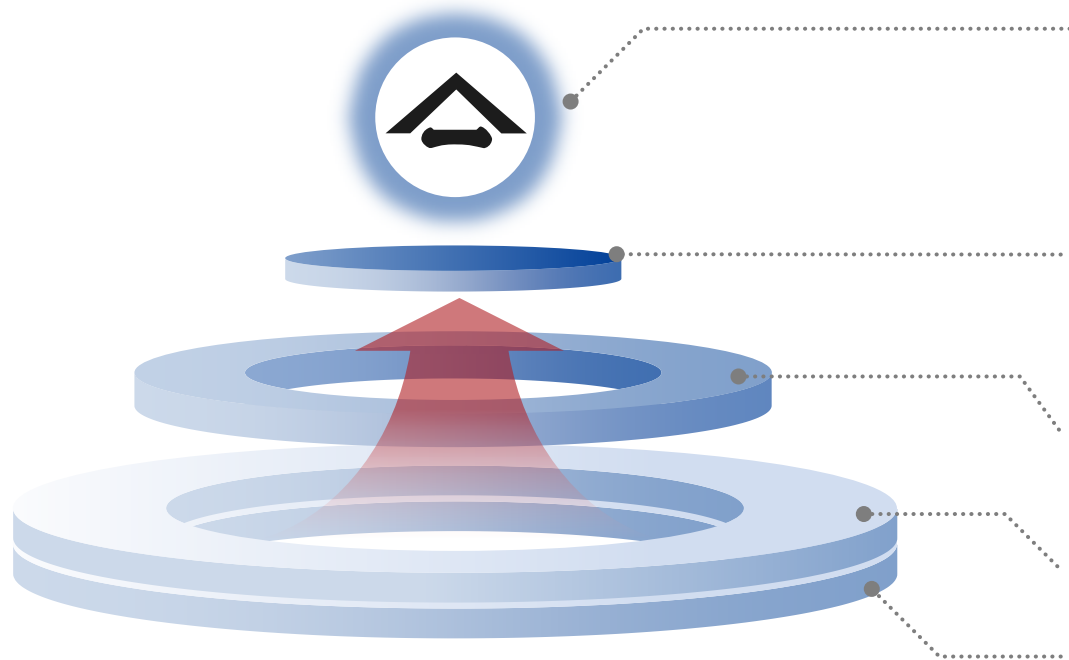
Leveraging our creative problem-solving capabilities that have supported social infrastructure, we will help build a safe, comfortable society that is in harmony with the environment.







## 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.

#### 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



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

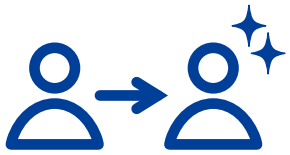
- Foster safer and more efficient operations by developing and supplying unmanned and labor-saving products
  - Promote infrastructure construction through environmentally friendly transportation equipment
  - Support urban development tailored to regional characteristics
- Contribute to customer success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



This document contains forward-looking statements including forecasts, expectations, assumptions, plans, acknowledgements and evaluations regarding the Company and the Group. These statements are based on the information the Company has obtained as of the publication date and on assumptions the Company believes are reasonable. The forward-looking statements in this document and their implications may differ materially from actual results because the assumptions of the Company and the conclusions that it has reached are subjective in nature and the business environment and business activities are subject to latent risks and uncertainties. Latent risks and uncertainties that may affect the Company's forward-looking statements are explained in, but not limited to, the Company's Annual Securities Reports and the "Business Risks" section of the Company's corporate website.

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