

Furukawa Electric's Directors and other officers

Directors (As of June 26, 2024)

 <p>Keiichi Kobayashi Chairperson of the Board Director •Tenure as Director: 9 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Nominating/Compensation Committee: 100% (5/5)</p>	<p>April 1985 Joined Furukawa Electric Co., Ltd. April 2014 Corporate Vice President and General Manager of Copper & High Performance Material Products Division April 2015 Corporate Senior Vice President, Advisor of Automotive Electronics Material Business, and General Manager of Copper & High Performance Material Products Division June 2015 Director and Corporate Senior Vice President, Advisor of Automotive Electronics Material Business, and General Manager of Copper & High Performance Material Products Division April 2016 Representative Director and Corporate Executive Vice President, General Manager of Global Marketing Sales Division</p>	<p>April 2017 President and Representative Director April 2023 Chairperson and Director (present post)</p> <p>Important Concurrent Posts Director (Outside) of NTT DATA Japan Corporation Director (Outside) of JFE Holdings, Inc.</p>
 <p>Hideya Moridaira President Representative Director •Tenure as Director: 2 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Nominating/Compensation Committee: 100% (5/5)</p>	<p>April 1990 Joined Furukawa Electric Co., Ltd. April 2014 Section Chief of Corporate Planning Section, Strategy Division April 2016 General Manager of Planning & Administration Department, Communications Solutions Division April 2017 Deputy General Manager of Communications Solutions Division, General Manager of Planning & Administration Department (concurrent posts) Feb. 2020 General Manager of Optical Fiber & Cable Products Division in Communications Solutions Division April 2020 Corporate Vice President, General Manager of Optical Fiber & Cable Products Division in Communications Solutions Division</p>	<p>April 2021 Corporate Vice President, General Manager of Communications Solutions Division, General Manager of Optical Fiber & Cable Products Division (concurrent posts) May 2021 Corporate Vice President, General Manager of Communications Solutions Division April 2022 Corporate Senior Vice President, General Manager of Communications Solutions Division June 2022 Director and Corporate Senior Vice President, General Manager of Communications Solutions Division April 2023 President and Representative Director (present post)</p>
 <p>Takashi Tsukamoto Director (Outside, part-time) •Tenure as Director: 3 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Nominating/Compensation Committee: 100% (5/5)</p>	<p>April 1974 Joined The Dai-ichi Kangyo Bank, Ltd. (currently Mizuho Bank, Ltd.) April 2002 Executive Officer/General Manager of Human Resources Division of Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.) Mar. 2003 Managing Executive Officer/Head of Risk Management Group and Head of Human Resources Group of Mizuho Financial Group, Inc. April 2004 Managing Executive Officer/Head of Europe, Middle East and Africa of Mizuho Corporate Bank, Ltd. Mar. 2006 Managing Director/Chief Strategy Officer and Chief Financial Officer of Mizuho Corporate Bank, Ltd. April 2007 Deputy President of Mizuho Corporate Bank, Ltd. April 2008 Deputy President-Executive Officer/Head of Financial Control and Accounting Group of Mizuho Financial Group, Inc. June 2008 Deputy President/Head of Financial Control and Accounting Group of Mizuho Financial Group, Inc. April 2009 President & CEO of Mizuho Financial Group, Inc. June 2011 Chairperson of Mizuho Financial Group, Inc. and President & CEO of Mizuho Bank, Ltd.</p>	<p>July 2013 Chairperson of Mizuho Financial Group, Inc. and Chairperson of Mizuho Bank, Ltd. Nov. 2013 Chairperson of Mizuho Financial Group, Inc. April 2014 Senior Advisor of Mizuho Financial Group April 2017 Honorary Advisor of Mizuho Financial Group June 2017 Outside Audit & Supervisory Board Member of Furukawa Electric Co., Ltd. June 2021 Director (Outside) of Furukawa Electric Co., Ltd. (present post) July 2023 Senior Advisor of Mizuho Financial Group, Inc. (present post)</p> <p>Important Concurrent Posts Senior Advisor of Mizuho Financial Group, Inc. Director (Outside) of Asahi Mutual Life Director (Outside) of AEON CO., LTD. Director (Outside) of Internet Initiative Japan Inc.</p>
 <p>Yoshiro Miyokawa Director (Outside, part-time) •Tenure as Director: 5 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Nominating/Compensation Committee: 100% (5/5)</p>	<p>April 1975 Joined Yamanouchi Pharmaceutical Co., Ltd. (currently Astellas Pharma Inc.) Jan. 2003 General Manager, Business Process Innovation Promotion Department, Yamanouchi Pharmaceutical Sept. 2004 Leader, Integration Secretariat, Merger Preparatory Committee, Group Strategy Planning Department, Yamanouchi Pharmaceutical April 2005 General Manager, Integration Promotion Department, Astellas Pharma Inc. Sept. 2005 Executive Officer and General Manager, Business Innovation Department, Astellas Pharma Inc. April 2006 Executive Officer and General Manager, Human Resources Department, Astellas Pharma Inc.</p>	<p>April 2008 Executive Officer and Chief Administrative Officer, Astellas Pharma Inc. June 2008 Senior Executive Officer and Chief Administrative Officer, Astellas Pharma Inc. June 2011 Vice President, Executive Officer and Chief Administrative Officer, Astellas Pharma Inc. June 2013 Representative Director & Vice President, Chief Administrative Officer, and Chief Compliance Officer, Astellas Pharma Inc. June 2017 Retired from Astellas Pharma Inc. June 2019 Director (Outside) of Furukawa Electric Co., Ltd. (present post)</p>
 <p>Yukiko Yabu Director (Outside, part-time) •Tenure as Director: 5 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Nominating/Compensation Committee: 100% (5/5)</p>	<p>April 1981 Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Holdings Corporation) Jan. 2006 Director of Lifestyle Value Research Laboratory, R&D Headquarters, Home Appliances Company, Matsushita Electric Industrial Co., Ltd. Jan. 2011 Director of Global Consumer Research Center, Corporate Brand Strategy Division, Panasonic Holdings Corporation April 2012 Director of Consumer Research Center, Global Consumer Marketing Sector, Panasonic Holdings Corporation April 2013 Director and Group Manager responsible for consumer research at the Global Marketing Planning Center, Appliances Company, Panasonic Holdings Corporation Mar. 2014 Retired from Panasonic Holdings Corporation June 2014 Director (Outside) of DUSKIN CO., LTD. June 2015 Director (Outside) of TAKARA HOLDINGS INC.</p>	<p>June 2016 Director (Outside) of DAIWA HOUSE INDUSTRY CO., LTD. (present post) June 2019 Director (Outside) of Furukawa Electric Co., Ltd. (present post) June 2021 Director (Outside), Audit & Supervisory Committee Member of IBIDEN CO., LTD. (present post)</p> <p>Important Concurrent Posts Director (Outside) of DAIWA HOUSE INDUSTRY CO., LTD. Director (Outside), Audit and Supervisory Committee Member of IBIDEN CO., LTD.</p>
 <p>Tamotsu Saito Director (Outside, part-time) •Tenure as Director: 3 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Nominating/Compensation Committee: 100% (5/5)</p>	<p>April 1975 Joined Ishikawajima-Harima Heavy Industries Co., Ltd. (currently IHI Corporation) June 2006 Executive Officer, Vice President of Aero-Engine & Space Operations of Ishikawajima-Harima Heavy Industries Co., Ltd. Jan. 2008 Executive Officer, President of Aero-Engine & Space Operations of IHI Corporation April 2008 Director, Executive Officer, President of Aero-Engine & Space Operations of IHI Corporation April 2009 Director, Managing Executive Officer, President of Aero-Engine & Space Operations of IHI Corporation April 2011 Executive Vice President of IHI Corporation April 2012 President, Chief Executive Officer of IHI Corporation April 2016 Chairperson of the Board, Chief Executive Officer of IHI Corporation April 2017 Chairperson of the Board of IHI Corporation</p>	<p>April 2020 Director of IHI Corporation June 2020 Senior Counselor of IHI Corporation (present post) June 2021 Director (Outside) of Furukawa Electric Co., Ltd. (present post) April 2024 Senior Advisor of IHI Corporation (present post)</p> <p>Important Concurrent Posts Senior Advisor of IHI Corporation Director (Outside) of Oki Electric Industry Co., Ltd. Director (Outside) of KAJIMA CORPORATION Chairperson of New Energy and Industrial Technology Development Organization (NEDO)</p>

 <p>Takeo Hoshino Director (Outside, part-time) •Tenure as Director: — •Meeting attendance (FY2023) Board of Directors: — Nominating/Compensation Committee: —</p>	<p>April 1987 Joined Ministry of International Trade and Industry (Presently Ministry of Economy, Trade and Industry) June 2003 Officer, Policy Planning and Research Office, Personnel Division, Ministry of International Trade and Industry July 2004 Assistant Manager of the San Francisco Office and Manager of the Business Innovation Center, Japan External Trade Organization July 2007 Director for Electronic Devices, Commerce and Information Policy Bureau, Ministry of Economy, Trade and Industry July 2009 Director, Technology Cooperation Division, Trade and Economic Cooperation Bureau, Ministry of Economy, Trade and Industry July 2011 Director, Nonferrous Metals Division, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry July 2012 Commissioner and Director-General for Information, National Institute of Technology and Evaluation Feb. 2013 Director for Nuclear Incident Recovery, Reconstruction Agency June 2014 Director, Regional Economic and Industrial Policy Division, Regional Economic and Industrial Group, Ministry of Economy, Trade and Industry</p>	<p>April 2015 Deputy Director-General for Industrial Technology and Standards Certification, Ministry of Economy, Trade and Industry July 2016 Deputy Director-General for Regional Economic and Industrial Policy, Ministry of Economy, Trade and Industry July 2016 Deputy Director-General, Town/People/Work Revitalization Headquarters, Cabinet Secretariat Deputy Secretary General, Office for the Promotion of Regional Revitalization Cabinet Secretariat July 2017 Deputy Director-General, Nuclear Incident Disaster Response, Ministry of Economy, Trade and Industry July 2018 Retired from the Ministry of Economy, Trade and Industry Nov. 2018 Research Fellow, Department of Materials Engineering, Graduate School of Engineering, The University of Tokyo April 2019 Project Professor, Department of Materials Engineering, Graduate School of Engineering, The University of Tokyo (present post) Sept. 2019 Deputy General Manager, Division of University Corporate Relations, The University of Tokyo June 2024 Director (Outside) of Furukawa Electric Co., Ltd. (present post)</p>
 <p>Satoshi Miyamoto Director Corporate Executive Vice President, General Manager, Strategy Division •Tenure as Director: 5 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16)</p>	<p>April 1984 Joined Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry) July 1999 Director, Information Disclosure Promotion Office, Public Relations Office, Minister's Secretariat, Ministry of International Trade and Industry June 2001 Deputy Director, Japan External Trade Organization (JETRO) New York Center June 2004 Director, Commodity Derivatives Division, Commerce and Information Policy Bureau, Ministry of Economy, Trade and Industry April 2006 CANON INC. (exchange via Act on Personnel Exchange between the Government Sector and Private Enterprises) June 2010 Counselor to the Commissioner of the Small and Medium Enterprise Agency, Ministry of Economy, Trade and Industry April 2011 Counselor for Policy Evaluation, Minister's Secretariat, Ministry of Economy, Trade and Industry Feb. 2012 Counselor, Minister's Secretariat, Ministry of Economy, Trade and Industry (Manufacturing Industries Bureau)</p>	<p>June 2013 Deputy Chairperson, JETRO Oct. 2015 Deputy Commissioner of the Small and Medium Enterprise Agency, Ministry of Economy, Trade and Industry June 2016 Commissioner of the Small and Medium Enterprise Agency, Ministry of Economy, Trade and Industry July 2017 Retired from Ministry of Economy, Trade and Industry Nov. 2017 Advisor (full-time), Furukawa Electric Co., Ltd. April 2018 Corporate Vice President, and General Manager of Administration & CSR Division April 2019 Corporate Senior Vice President, and General Manager of Administration & CSR Division June 2019 Director and Corporate Senior Vice President, and General Manager of Administration & CSR Division April 2021 Director and Corporate Senior Vice President, and General Manager of Business Basis Transformation Division April 2022 Director and Corporate Executive Vice President, and General Manager of Strategy Division (present post)</p>
 <p>Yoshio Masutani Director Corporate Senior Vice President, General Manager, Global Marketing Sales Division •Tenure as Director: 2 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16)</p>	<p>April 1989 Joined Okura & Co., Ltd. July 1993 Okura & Co. UK Ltd. Oct. 1998 Joined Furukawa Electric Co., Ltd. April 2011 General Manager of Overseas Sales Department, Communications Company April 2013 General Manager of Overseas Sales Department, Environment/Infrastructure Sales Division, Sales Marketing Division April 2015 General Manager of Overseas Sales Department, Global Business Division, and General Manager of Overseas Sales Department, Environment/Infrastructure Sales Division, Sales Marketing Division July 2015 Deputy General Manager of Copper Foil Division, and General Manager of Sales Department, Copper Foil Division</p>	<p>April 2017 General Manager of Planning & Administration Department, Global Marketing Sales Division April 2018 General Manager of Group Marketing Department, Global Marketing Sales Division April 2020 Corporate Vice President, General Manager of Business Innovation Design Department, Global Marketing Sales Division April 2021 Corporate Vice President, Deputy General Manager of Corporate Strategy & Direction Division, General Manager of Social Design & New Business Development Department, General Manager of OneF Mobility Business Development Team April 2022 Corporate Senior Vice President, General Manager of Global Marketing Sales Division June 2022 Director and Corporate Senior Vice President, General Manager of Global Marketing Sales Division (present post)</p>
 <p>Toshio Yanagi Director Corporate Vice President, General Manager, Risk Management Division •Tenure as Director: 1 year •Meeting attendance (FY2023) Board of Directors: 100% (12/12)</p>	<p>April 1988 Joined Furukawa Electric Co., Ltd. April 2013 Senior Manager of Planning Unit, Copper Foil Division April 2016 General Manager of Corporate Planning Department, Strategy Division April 2018 General Manager of Corporate Planning Department, Strategy Division April 2020 Corporate Vice President, General Manager of Copper Foil Division, Functional Products Division April 2021 Corporate Vice President, General Manager of Risk Management Division June 2023 Director and Corporate Vice President, General Manager of Risk Management Division (present post)</p>	<p>April 2022 General Manager, Finance & Accounting Department, Finance & Accounting Division April 2024 Corporate Vice President, General Manager, Finance & Accounting Division June 2024 Director and Corporate Vice President, General Manager of Finance & Accounting Division (present post)</p>
 <p>Koji Aoshima Director Corporate Vice President, General Manager, Finance & Accounting Division •Tenure as Director: — •Meeting attendance (FY2023) Board of Directors: —</p>	<p>April 1992 Joined Furukawa Electric Co., Ltd. Mar. 2011 Manager, Accounting Group, Copper Foil Business Department, Metals Company June 2013 Manager, Accounting Section 2, Corporate Accounting Department, Finance & Procurement Division Nov. 2013 Manager, Accounting Section, Corporate Accounting Department, Finance & Procurement Division April 2018 General Manager, Corporate Accounting Department, Business Management Division, Furukawa Automotive Systems Inc. April 2021 General Manager, Finance & Accounting Department, Finance and Global Management Division, Furukawa Electric Co., Ltd.</p>	<p>April 2022 General Manager, Finance & Accounting Department, Finance & Accounting Division April 2024 Corporate Vice President, General Manager, Finance & Accounting Division June 2024 Director and Corporate Vice President, General Manager of Finance & Accounting Division (present post)</p>

(Note) 1. Attendance rate for FY2023

- In FY2023, the Board of Directors met 16 times. The Company has established the Nominating/Compensation Committee, which is a voluntary committee with a majority of the members and the chair being Outside Directors, for the purposes of appointing/removing and evaluating Directors as well as deliberating remuneration for the management. The Committee met five times in FY2023.
- Because Mr. Toshio Yanagi was newly elected as Director at the 201st Annual Shareholder Meeting held on June 23, 2023, the number of attendance at the Board of Directors meeting he is eligible to attend differs from that for other Directors.

2. Important Concurrent Posts

- Ms. Yukiko Yabu retired as outside director of DAIWA HOUSE INDUSTRY CO., LTD. at the close of the general shareholders' meeting of the company held on June 27, 2024.

Audit & Supervisory Board Members (As of June 26, 2024)

 Nozomu Amano Audit & Supervisory Board Member (Full-time) •Tenure as Audit & Supervisory Board Member: 6 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Audit & Supervisory Board Meeting: 100% (9/9)	April 1980 June 2004 June 2008 Mar. 2009	Joined Furukawa Electric Co., Ltd. General Manager of Legal Department General Manager of HR & Administration Department General Manager of HR & Administration Department and General Manager of Corporate Business Research Department	June 2018	Audit & Supervisory Board Member (present post)
	June 2010 April 2012 April 2013 April 2014 April 2018	Director and Corporate Vice President, CSO Director and Corporate Vice President, CSRO Director and Corporate Vice President, General Manager of Administration & CSR Division Director and Corporate Senior Vice President, General Manager of Administration & CSR Division Director		
 Masao Terauchi Audit & Supervisory Board Member (Full-time) •Tenure as Audit & Supervisory Board Member: 2 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Audit & Supervisory Board Meeting: 100% (9/9)	April 1984 Oct. 2006 May 2009 June 2009 April 2013 June 2013 April 2017	Joined Furukawa Electric Co., Ltd. Production Control Group Manager of Semiconductor Devices Department, FITEL Products Division, Communications Company Assistant Manager of Procurement Department General Manager of Procurement Department Assistant Manager of Planning Unit, Electric Conductor Division President of PT Tembaga Mula Semanan Tbk Corporate Vice President, President of PT Tembaga Mula Semanan Tbk	June 2017 April 2018 April 2020 April 2022 June 2022	Corporate Vice President, General Manager of Electric Conductor Division, Electronics Component Materials Division Corporate Vice President, General Manager of Electric Conductor Division, Electronics Component Division Corporate Vice President, General Manager of Electronics Component Materials Division Advisor of Electronics Component Materials Division Audit & Supervisory Board Member (full-time) (present post)
	April 2018 April 2019 April 2021 April 2022 June 2022 April 2023 June 2023	Director and Corporate Executive Vice President, General Manager of Finance & Procurement Division Representative Director and Corporate Senior Executive Vice President, Chief of Transformation Division Representative Director and Corporate Senior Executive Vice President, General Manager of Corporate Strategy & Direction Division Director and Corporate Senior Executive Vice President Corporate Senior Executive Vice President Advisor Audit & Supervisory Board Member (full-time) (present post)		
 Hiroyuki Ogiwara Audit & Supervisory Board Member (Full-time) •Tenure as Audit & Supervisory Board Member: 1 year •Meeting attendance (FY2023) Board of Directors: 100% (12/12) Audit & Supervisory Board Meeting: 100% (7/7)	April 1983 Dec. 2003 Nov. 2005 June 2009 April 2013 April 2014 June 2014 April 2016 April 2017	Joined Furukawa Electric Co., Ltd. Vice President and Chief Financial Officer of OFS Fitel, LLC Manager of Tax & Accounting Department General Manager of Finance & Accounting Department General Manager of Finance & Accounting Department, Finance & Procurement Division Corporate Vice President, General Manager of Finance & Procurement Division Director and Corporate Vice President, General Manager of Finance & Procurement Division Director and Corporate Senior Vice President, General Manager of Finance & Procurement Division and General Manager of Global Group Management Division Director and Corporate Executive Vice President, General Manager of Finance & Procurement Division and General Manager of Global Group Management Division	April 2018 April 2019 April 2021 April 2022 June 2022 April 2023 June 2023	Director and Corporate Executive Vice President, General Manager of Finance & Procurement Division Representative Director and Corporate Senior Executive Vice President, Chief of Transformation Division Representative Director and Corporate Senior Executive Vice President, General Manager of Corporate Strategy & Direction Division Director and Corporate Senior Executive Vice President Corporate Senior Executive Vice President Advisor Audit & Supervisory Board Member (full-time) (present post)
	April 2017	Important Concurrent Post Director (Outside) of ASAHI-SEIKI MANUFACTURING CO., LTD.		
 Kunihiko Sakai Audit & Supervisory Board Member (Outside, part-time) •Tenure as Audit & Supervisory Board Member: 6 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Audit & Supervisory Board Meeting: 100% (9/9)	April 1979 July 1998 April 2000 April 2002 July 2005 July 2006 June 2007 July 2008 June 2010	Public Prosecutor, Tokyo District Public Prosecutors Office Senior Counsel, Minister's Secretariat of Ministry of Justice Public Prosecutor of Tokyo High Public Prosecutors Office and Assistant Director, Public Security Department of Tokyo District Public Prosecutors Office Director, the United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders Director, Trial Department of Tokyo High Public Prosecutors Office Public Prosecutor, Supreme Public Prosecutors Office Chief Public Prosecutor, Nara District Public Prosecutors Office Director of General Affairs Department, Supreme Public Prosecutors Office Director, Lay Judge Trial Department of Supreme Public Prosecutors Office	Oct. 2010 June 2012 July 2014 Sept. 2016 Mar. 2017 April 2017 June 2018	Chief Public Prosecutor of Nagoya District Public Prosecutors Office President, Research and Training Institute, Ministry of Justice Superintending Prosecutor, Takamatsu District Public Prosecutors Office Superintending Prosecutor, Hiroshima District Public Prosecutors Office Resigned Above Advisor Attorney, TMI Associates (present post) Audit & Supervisory Board Member (Outside) of Furukawa Electric Co., Ltd. (present post)
	July 2008 June 2010	Director of General Affairs Department, Supreme Public Prosecutors Office Director, Lay Judge Trial Department of Supreme Public Prosecutors Office		
 Sayaka Sumida Audit & Supervisory Board Member (Outside, part-time) •Tenure as Audit & Supervisory Board Member: 4 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Audit & Supervisory Board Meeting: 100% (9/9)	Oct. 1984 May 1988 May 2006 Aug. 2007 July 2010 Jan. 2015	Joined Asahi Accounting Company (currently, KPMG AZSA LLC) Registered as Certified Public Accountant Partner, KPMG AZSA LLC Chairperson of Audit Standards Committee, The Japanese Institute of Certified Public Accountants Executive Board Member (in charge of Quality Control Standards and Audit Standards), The Japanese Institute of Certified Public Accountants Board Member, International Auditing and Assurance Standards Board (IAASB), International Federation of Accountants (IFAC)	Feb. 2017 Mar. 2020 June 2020	Member of the Business Accounting Council in the Financial Services Agency Resigned from KPMG AZSA LLC Audit & Supervisory Board Member (Outside) of Furukawa Electric Co., Ltd. (present post)
	July 2010 Jan. 2015	Executive Board Member (in charge of Quality Control Standards and Audit Standards), The Japanese Institute of Certified Public Accountants Board Member, International Auditing and Assurance Standards Board (IAASB), International Federation of Accountants (IFAC)	Important Concurrent Post Audit & Supervisory Board Member (Outside) of The Nisshin Oillio Group, Ltd. Director (Outside) of Audit & Supervisory Committee Member of ADVANTEST CORPORATION Director (Outside) of Japan Exchange Group, Inc.	
 Takao Shiomi Audit & Supervisory Board Member (Outside, part-time) •Tenure as Audit & Supervisory Board Member: 3 years •Meeting attendance (FY2023) Board of Directors: 100% (16/16) Audit & Supervisory Board Meeting: 100% (9/9)	April 1975 April 2000 Feb. 2001 June 2004 April 2005 June 2006 June 2008 June 2008 Mar. 2012	Joined ITOCHU Corporation General Manager of Automotive Business Strategy Office of ITOCHU Corporation General Manager of Corporate Planning Department, Finance/Real Estate/Insurance/Logistics Company of ITOCHU Corporation Executive Officer and General Manager of Logistics Division of ITOCHU Corporation Executive Officer and General Manager of Finance Division of ITOCHU Corporation Managing Director, and President, Finance/Real Estate/Insurance/Logistics Company of ITOCHU Corporation Retired from ITOCHU Corporation Executive Vice President and Representative Director of Orient Corporation Retired from Orient Corporation	April 2012 June 2012 April 2014 Mar. 2016 April 2016 June 2016 June 2018 Aug. 2018 June 2021 Aug. 2021	Managing Executive Officer and President, Machinery Company of ITOCHU Corporation Representative Director, Managing Executive Officer and President, Machinery Company of ITOCHU Corporation Representative Director, Senior Managing Executive Officer and President, Machinery Company of ITOCHU Corporation Retired from ITOCHU Corporation Managing Executive Officer of ISUZU MOTORS LIMITED Executive Vice President of ISUZU MOTORS LIMITED Retired from ISUZU MOTORS LIMITED President, ITOCHU Corporate Pension Fund Audit & Supervisory Board Member (Outside) of Furukawa Electric Co., Ltd. (present post) Retired from President, ITOCHU Corporate Pension Fund
	June 2012	Retired from Orient Corporation		

(Note) 1. Attendance rate for FY2023

- In FY2023, the Board of Directors met 16 times and the Audit & Supervisory Board met 9 times.
- Because Mr. Hiroyuki Ogiwara was newly elected as Audit & Supervisory Board Member at the 201st Annual Shareholder Meeting held on June 23, 2023, the numbers of attendance at the Audit & Supervisory Board meeting and the Board of Directors meeting that he is eligible to attend differs from those for other Audit & Supervisory Board Members.
- 2. Important Concurrent Posts
 - Ms. Sayaka Sumida retired as outside Audit & Supervisory Board Member of the Nisshin Oillio Group, Ltd. at the close of the general shareholders' meeting of the company held on June 27, 2024.

Corporate Vice Presidents and Senior Fellows, except Director (As of June 26, 2024)

Corporate Senior Vice Presidents	Foad Shaikhzadeh	President, Furukawa Electric LatAm S.A (Brazil)
	Ryoji Ono	General Manager, Functional Products Division
	Toshihiko Ota	General Manager, Communications Solutions Division and General Manager, Next Generation Photonics Business Innovation Project
	Takashi Yamamoto	General Manager, Electronics Component Material Division
	Teruyoshi Uchida	General Manager, Automotive Products Division
Corporate Vice Presidents	Eiichi Nishimura	General Manager, Energy Infrastructure Division
	Gyula Besztercey	Director, Furukawa Electric Institute of Technology Ltd. (Hungary) and Deputy General Manager, Research & Development Division
	Toru Fukushima	General Manager, Deputy General Manager, Research & Development Division
	Keiichiro Urakami	General Manager, Chubu Branch, Global Marketing Sales Division
	Mami Masuda	General Manager, Corporate Sustainability Office and General Manager, Public Relations Department, Strategy Division
	Kazunori Saka	General Manager, Kansai Branch, Global Marketing Sales Division
	Akira Fujisaki	General Manager, Research & Development Division
	Katashi Hanaya	President, Furukawa Techno Material Co., Ltd.
	Shozo Yano	General Manager, AT & Functional Plastics Division, Functional Products Division
	Takaaki Sugii	Deputy General Manager, Strategy Division
	Koji Kawano	General Manager, Sales Department, Global Marketing Sales Division
	Yukitoshi Sawamoto	Managing Director, Furukawa (Thailand) Co., Ltd.
	Shinji Asao	Deputy General Manager, Communications Solutions Division
	Takeshi Ogamino	General Manager, Communications Solutions, FITEL Products Division
	Akifumi Nakajima	General Manager, MONOZUKURI Innovation Division
Keiichi Nishimura	Deputy General Manager, Automotive Products Division	
Senior Fellows	Hiroko Takita	General Manager, Investor Relations Department, Finance & Accounting Division
	Kentaro Sakamoto	President, Furukawa Automotive Systems Inc.
	Michio Okubo	General Manager, Intellectual Property Department, Research & Development Division
	Hiroshi Ohashi	Deputy General Manager, Next Generation Photonics Business Innovation Project

(Note) Senior Fellows are professionals who are treated in the same manner as Corporate Vice Presidents. They are recognized as talents who propose creative and innovative visions and medium- to long-term directions in their respective fields of expertise based on globally applicable advanced expertise, as well as pass on their expertise to and foster the next generation.

Executives data

	Unit	2019	2020	2021	2022	2023	2024 (FY)
Furukawa Electric	Directors	Persons	12	12	11	11	11
	Outside Directors	Persons	5	5	5	5	5
	Independent Directors	Persons	5	5	5	5	5
	Female Directors	Persons	1	1	1	1	1
	Audit & Supervisory Board Members	Persons	6	6	6	6	6
	Outside Audit & Supervisory Board Members	Persons	3	3	3	3	3
Corporate Vice Presidents	Independent Audit & Supervisory Board Members	Persons	3	3	3	3	3
	Female Audit & Supervisory Board Members	Persons	0	1	1	1	1
	Corporate Vice Presidents	Persons	25	27	27	25	23
	Female Corporate Vice Presidents	Persons	1	1	2	1	2
	Non-Japanese Corporate Vice Presidents	Persons	3	3	3	2	2
Senior Fellows	Persons	2	1	1	3	3	2

Numbers of Directors and Audit & Supervisory Board Members are as of the end of fiscal year, but are as of June 26 for fiscal 2024. Numbers of Corporate Vice Presidents and Senior Fellows are as of April 1.



The Furukawa Electric Group Purpose constitutes a bold declaration of commitment to providing timeless value and solving issues in a world with fundamental questions about sustainability.

Takashi Tsukamoto
Outside Director

The Company's Medium-term Management Plan will enter its final year next fiscal year. Regarding business performance so far, financial results left much to be desired, as the Group missed targets in areas such as communications. Nevertheless, it made some progress in its efforts to achieve the visionary outlook described in Vision 2030, which looks ahead beyond the period of 2025 Mid-term Plan. The 2025 Mid-term Plan sets out a goal of growth by strengthening and creating businesses that solve social issues in each or combination of the information, energy, and mobility

domains, and in the communications field, the Group is steadily building up its ability to tap into the upcoming full-fledged recovery in demand. Furthermore, in the automotive products business, the Group is working to solve issues faced by customers in connection with high-speed communication, high output, and so on, while in the Functional Products business, it is leveraging highly functional and differentiated products to capture new domains and customers.

To stabilize and expand the Group's growth and earnings, the Company's Board of Directors increasingly

formulates key strategies for each business axis, and discusses the identification of growth areas and business reorganization in order to build its desired business portfolio, while also taking into account regional axes. I feel that positive momentum is being generated at the corporate level and at the level of each business division toward achieving the objectives of the 2025 Mid-term Plan and Vision 2030. At actual meetings of the Board of Directors, we Outside Directors, having made use of pre-briefing sessions, engage in lively yet serious discussions while endeavoring to present new perspectives that reflect their diverse backgrounds to the executives.

With regard to human capital, under the 2025 Mid-term Plan, the Group is striving to have individuals and organizations grow together and improve their execution ability, and also developing successors with the aim of acquiring and retaining personnel who can implement

the management and business strategies necessary to achieve Vision 2030. Last fiscal year saw the completion of the finalization of succession and development plans for all general managers, and this fiscal year the plans will be expanded to encompass section managers.

The accompanying text to the Furukawa Electric Group Purpose, which was established in March this year includes this statement: "Creating and delivering these 'indispensables' as the core of a better future." For us, this purpose constitutes a bold declaration of the Group's commitment to providing timeless value and solving issues in a world that has begun to ask fundamental questions about sustainability. Creating "indispensables" as the core of the future will only be possible if the Group continues to transform itself ahead of the times, and each of us is ready to move forward with a strong sense of ownership and determination.



Building compliance and risk management systems is fundamental for management. Without an attitude of always seeking to do the right thing, a company cannot prosper.

Yoshiro Miyokawa
Outside Director

Last fiscal year, there was a change of president, with President Moridaira coming in. Succession planning is the most important task for the Nominating/Compensation Committee, of which I am a member, so we took the time to carefully carry out the nomination process with sufficient fairness and transparency. Through serious exchanges of opinions, the members of the Nominating/Compensation Committee were able to deepen their understanding of the candidates, including the new president, and I suspect that the new president was mentally prepared when he got started.

Next, I would like to touch on the progress with and the outlook for the 2025 Mid-term Plan. The Company operates numerous businesses, and all of them are important, as new technologies discovered by existing businesses can be applied to new fields to create new businesses. However, from a capital efficiency point of view, it is impossible to retain every business, and so the business portfolio strategy will determine which businesses to select and focus on. The Communications Solutions business is in a domain that allows it to provide value to the AI and data center markets, so the Group is refining its strategy to attack this high-growth market. In the energy and mobility fields, too, the Group is stabilizing earnings to facilitate growth as businesses that solve social issues, which will contribute to society.

The Company is an enterprise with a history of more

than 100 years. Through the efforts of the founder and so many of its employees, it has managed to overcome tough situations in the past. The Furukawa Electric Group Purpose also states that the Company has diligently honed its technological and problem-solving capabilities since its foundation (in 1884). On the other hand, there have been many cases in recent years where the uncovering of wrongdoings by companies has thwarted all the efforts they have made over many years and harmed the trust that society places in them. At the Company, building compliance and risk management systems is fundamental for management, and is also an important matter for deliberation by the Board of Directors. Governance of the Company and Group companies is handled mainly by the Risk Management Division, which also works with other organizations such as the Quality Promotion Department, and governance issues are reported to the Board of Directors, which favors a "bad news first" approach. Pursuing an open organizational culture through efforts like this, and instilling a mindset of integrity among employees is also important for developing organizational strength. Without an attitude of always seeking to do the right thing, I do not think a company can prosper. And as an Outside Director, in order to fulfill my duty of care as a prudent manager, I am always mindful of that.



I expect to see sustainable business growth centered on the Furukawa Electric Group Purpose and improvements in the motivation of individuals. I will continue to promote not just women's empowerment but also awareness of the importance of DE&I.

Yukiko Yabu
Outside Director

Over the past year, under the leadership of new President Moridaira, the Group has been taking action to improve the profitability of businesses, and is also making steady progress with optimizing its business portfolio. For example, it has been restructuring the communications business in North America, which is one of its core businesses, and strengthening marketing activities to capture new customers in the growing AI and data center markets. In this way, the Group is narrowing down its list of growth opportunity targets and gradually shifting to a bold and aggressive stance.

The Board of Directors discusses these medium- to long-term management issues and risks in a frank and lively manner, with the outside officers also leveraging their diverse expertise to share their insights. I also feel that the scheduling of meetings where the outside officers can exchange views freely with the executives is a useful initiative for enabling the former to fully understand and discuss the issues. In addition, at meetings of the Nominating/Compensation Committee, Outside Directors have firmly committed to the CEO Succession Plan, and ensured transparency by disclosing a clear policy for determining officer compensation. With both bodies, action is only taken after the Outside Directors and executives have engaged in constructive discussions with a healthy dose of tension, and I believe that the Company's governance is functioning effectively.

Another recent development has been the establishment of the Furukawa Electric Group Purpose. Numerous employees from overseas and Group companies took part in the process that led to its establishment, and there was adequate debate on the Group's reason for being, i.e., its role in supporting

society. Going forward, I hope that the purpose will inspire communication in various forms, and that when personnel feel unsure about what to do, they will return to the purpose and think about it once again, as I expect this will lead to sustainable business growth and improvements in the motivation of individuals.

Furthermore, as a female director, I am actively providing support for the promotion and development of women for management positions. Through lectures and discussions, I would like to encourage a change in mindset by talking about my own experiences and situations outside the Group, and I intend to continue to promote not just women's empowerment but also awareness of the importance of DE&I.

To achieve the goals of the 2025 Mid-term Plan and Vision 2030, I believe that the Company's various technologies will be able to make a significant contribution to the resolution of conflicting social issues such as how to respond to climate change and what to do about rising levels of energy consumption. The Company has a fantastic culture of dependability and integrity that has been cultivated over its long history. However, urgent tasks for the Company are to foster a corporate climate of proactively proposing ways of meeting the needs of society and customers and embracing challenge to create new markets by itself, to develop diverse human resources, and to strengthen the organizational foundation for business creation, so I want everyone to work speedily to tackle these tasks.

And personally, I will continue to meet the expectations of stakeholders by appropriately monitoring and actively supporting management.



In a climate in which "manufacturing" companies tend to be undervalued, I hope that the Company will lead a revival in the valuation of the manufacturing sector.

Tamotsu Saito
Outside Director

Until recently, it had been unclear when the optimization of the business portfolio would be completed, but now, under the 2025 Mid-term Plan, a specific time

frame is being considered, and I expect to see business reorganization aimed at maximizing profitability accelerating in the future. On the other hand, since

it is becoming difficult to increase sales and profits just with standalone technologies or products, it is necessary to create new business models that are aligned with market and technological trends. I hope that the Company will establish new business models in the areas of information, energy, and mobility, which it is targeting for accelerated growth, and also in new areas, by leveraging its four core technologies and MONOZUKURI (manufacturing) capabilities that enable it to translate them into commercial products, as well as equipment it has developed in-house and its production transformation activities. The Company's Board of Directors is composed of directors who each have different skills, and we have been deepening our discussions with corporate vice presidents and the general managers of responsible divisions on a daily basis not only through meetings of the Board of Directors and opinion exchange meetings, but also through internal events such as research presentations and factory tours. In addition, succession plans and the compensation

system are designed and modified through various discussions, and I feel that a high level of transparency has been established.

I am also immensely impressed with the newly established Furukawa Electric Group Purpose. I hear it was decided on with input from numerous employees, and I believe that as a company that supports societal and industrial infrastructure, focusing on composing the core and contributing to the sustainability of the world will lead to increased motivation among employees. And in a climate in which "manufacturing" companies tend to be undervalued, I hope that the Company will lead a revival in the valuation of the manufacturing sector.

Alongside the purpose, the Company is also permeated by its founder's "three valuable things (value employees, value customers, and value new technology)." Emphasizing these "three valuable things" and composing the core of a brighter world will also lead to improved business performance. I would like shareholders and investors to pay attention to the Company's efforts and the information it puts out as it strives to realize the purpose going forward.



I hope the Company will take on the challenge of being a one-of-a-kind for advanced technology. I would also like to see it strengthen its cooperation with the government and work to flesh out its core technologies.

Takeo Hoshino
Outside Director

I became an Outside Director in June 2024. Right now, I am deepening my understanding of the Furukawa Electric Group's management policies and business activities on a daily basis, and I will continue engaging in discussions with corporate vice presidents, exchanging opinions and information during visits to business sites and research laboratories, and making use of my background as a public servant and my position and experience as a researcher at a university to offer opinions on management strategy.

From my experience of being deeply involved in the environment and energy fields, I believe that the realization of carbon neutrality, moves toward which are continuing to accelerate internationally, and the realization of a "circular economy," which are two sides of the same coin, are becoming increasingly important. The achievement of both is necessary for making societies around the world sustainable for the future. The key to realizing a circular economy is traceability for materials via an information network, and I hope that the Company will be able to contribute to the international community by bringing together all the information and communication-related technologies it has built up over the years.

In March 2024, the Furukawa Electric Group Purpose, "Composing the core of a brighter world," was established.

Hearing it, I felt that this succinct expression reflected the steadfast commitment of the Company's leadership to combining the Group's cutting-edge technologies and products, which span a wide range of fields, to bring about innovation and achieve sustainable growth for the future.

To that end, the Company must constantly be endeavoring to select technologies where it has a competitive edge. It needs to have a system in place for gathering detailed information on the various trends shaping the world, swiftly adapting to changes in the supply situation for natural resources, and averting supply chain crises.

The Company's business performance has been recovering in recent years as a result of various reforms, but I have seen that this transformation has required tremendous effort internally. Even so, I hope that the Company will steel itself once again, and take on the challenge of being a one-of-a-kind for advanced technology. It possesses various core technologies in each business area, but I am particularly impressed by its efforts to deploy cutting-edge technology in fields that offer promise in the near term, such as high-temperature superconducting wire materials for fusion reactors. I would also like to see it strengthen its cooperation with the government and work to flesh out its core technologies.

Corporate Governance


Basic views on corporate governance

Based on the “Furukawa Electric Group Purpose” and the “Core Values,” Furukawa Electric and Furukawa Electric Group enhance our management performance responding appropriately to changes in the business and market environment by prompt business decision making as well as with transparency and fairness. At the same time, we ensure sound management by developing and establishing an effective internal control system. With these, we will expand and develop our business on a sustainable basis and increase our corporate value. Furthermore, we seek to strengthen and enhance our corporate governance, in accordance with the followings:

- 1 We secure the rights and equal treatment of shareholders;
- 2 We consider interests of stakeholders including shareholders, and cooperate appropriately with them;
- 3 We ensure appropriate information disclosure and transparency;
- 4 Given its fiduciary responsibility and accountability to shareholders, Board of Directors carries out effective oversight of management from objective standpoint, respecting the independent Directors’ role for the oversight;
- 5 We engage in constructive dialogue with shareholders who have investment policies in accordance with interests of medium to long-term shareholders.

Guidelines on Corporate Governance

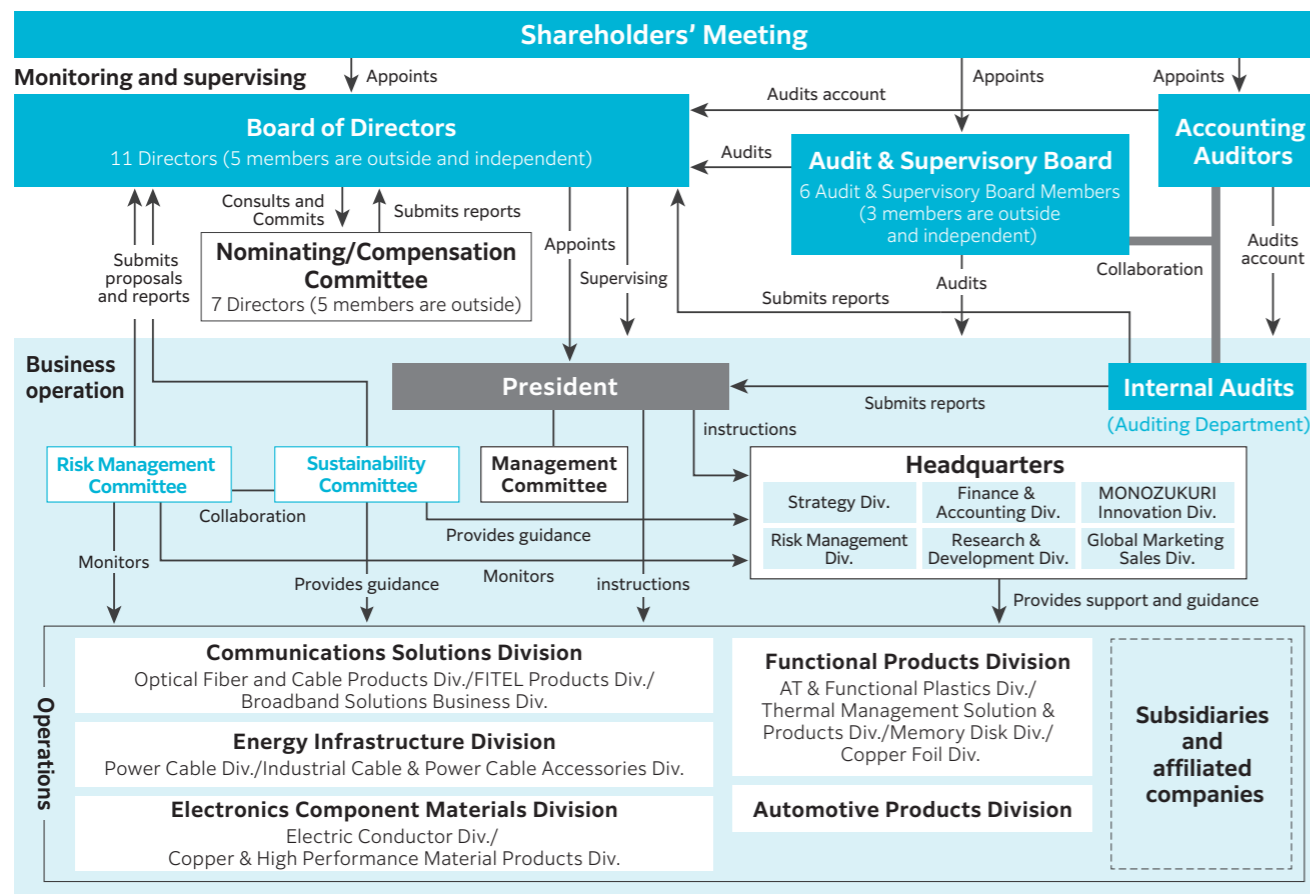
Based on the “Basic Views on Corporate Governance,” we adopted the “Guidelines on Corporate Governance” as a policy to enhance corporate governance.

 For further details, please see our corporate website. <https://www.furukawa.co.jp/en/company/pdf/guideline.pdf>

Corporate Governance System

The Company adopted the current corporate governance system (in the organizational form of Company with the Audit & Supervisory Board), believing that the effectiveness of auditing Directors’ execution of duties is secured by institutionally maintaining the independence of the Audit & Supervisory Board and its Members from the Board of Directors, while ensuring their cooperation with Accounting Auditor and internal audit division. Furthermore, to complement the supervisory function of the Board of Directors, the Company established Nominating/Compensation Committee.

Corporate governance organization chart (As of June 26, 2024)

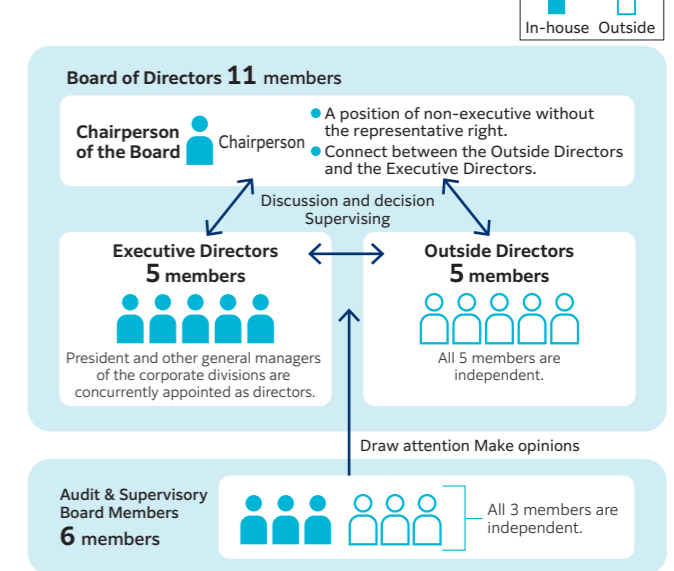


Board of Directors

In light of its fiduciary responsibility and accountability to shareholders, the Board of Directors of the Company fulfills its responsibilities to promote sustainable corporate growth and the increase of corporate value over the medium-to-long-term, and enhance earnings power and capital efficiency; and therefore, do the following:

- 1 Determination of corporate governance-related matters;
- 2 Establishment and amendment of business strategies and oversight of execution of such strategies and plans;
- 3 Setting capital allocation policy;
- 4 Appointment and removal of the Management including Representative Director and Corporate Vice Presidents, and determination of the remuneration of them (including delegating these to Nominating/Compensation Committee);
- 5 Establishment of an internal control system relating to compliance and financial reporting and risk management systems, and oversight of them;
- 6 Decision on important business matters;
- 7 Others prescribed by the applicable laws and regulations, etc.

Board of Directors and Audit & Supervisory Board (As of June 26, 2024)



At present, the Board of Directors of the Company consists of 11 Directors, five of whom are Outside Directors (all independent officers). The Board of Directors is chaired by non-executive Chairperson of the Board who does not have representative rights.

In fiscal 2023, 16 Board of Directors meetings were held and the Directors made important decisions on the execution of operations, checked the progress of the management goals, such as important business decisions and the annual budget, and deliberated corporate governance and other basic management matters.

Audit & Supervisory Board

Audit & Supervisory Board and each its member auditor collect information about management under statutory investigation authority and report and express their views to the board meetings and the management from an independent and objective standpoint as a fiduciary to shareholders. Auditors ensure coordination with internal audit department through regular meetings, and report the policy, plan and result of auditing to the board regularly.

Full-time auditors attend the meetings such as Management Committee which decides major business matters, and they report information obtained from these audit activities to the part-time and outside auditors. We strengthen our audit function by appointing an assistant staff to the auditors who is dependent of management.

At present, the Audit & Supervisory Board consists of 6 members (3 members are outside and independent).

In fiscal 2023, nine Audit & Supervisory Board meetings were held.

Nominating/Compensation Committee

The Nominating/Compensation Committee consists of five or more members selected from among the Directors by the Board of Directors, with a majority of the members being Outside Directors. The committee deliberates succession plans for officers and the president/CEO, officer compensation and other matters, aiming to ensure objectivity and transparency regarding these matters and to enhance corporate governance.

At present, the Nominating/Compensation Committee consists of seven members, five of whom, including the Committee Chair, are Outside Directors.

During fiscal 2023, Nominating/Compensation Committee met 5 times. The primary matters deliberated at the Committee meetings were the management execution system from April 2024 for Nomination and the executive compensation system for Compensation.

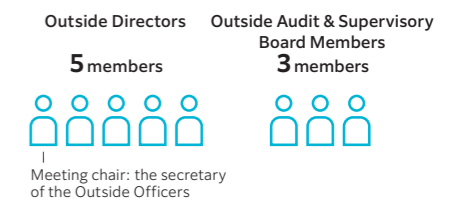
Outside Officers' Meeting

The Outside Officers' meetings are regularly conducted so that Outside Officers can exchange opinions while establishing a shared understanding of the Company from an objective viewpoint and submit the resulting opinions to the Board of Directors if necessary. The Outside Officers' meeting consists of Outside Directors and Outside Audit & Supervisory Board Members and the chair of the meeting* is selected from among Independent Outside Directors.

In FY2023, the Outside Officers' meetings are held four times.

* Secretary of the Outside Officers serves as chairperson of the Outside Officers Meeting, reports what was discussed at the Outside Officers Meeting to the Board of Directors and management as needed, and acts as a liaison of outside directors to cooperate with the management team or the Audit & Supervisory Board (meeting).

Outside Officers' Meeting (As of June 26, 2024)



View Concerning Candidates for Members of the Board of Directors

Policy on Nominating Candidates for Directors

With respect to board members (Directors and Audit & Supervisory Board Members), the Company believes that their skills, knowledge and experience, as well as multiple views from diverse board members, in terms of gender and international experience, contribute to the Group's global business operations and appropriate oversight/auditing. Based on this perception, the Company selects candidates for board members as follows:

Revision of skillset and clarification of reasons for selecting each skill

In the Group, "material issues" is defined as key issues to be addressed for realizing "Furukawa Electric Group Vision 2030". The Group identified the following material issues from the perspective of revenue opportunities and risks.

Recently, the Company reviewed key areas (skillset) of experience and expertise the Company expects from Directors and Audit & Supervisory Board Members to solve the material issues, and selected the following 8 items and clarified the reasons for selecting them: Corporate management, Finance/Accounting, Legal affairs/Risk

Candidates for Outside Director:

The Group should select a well-balanced mix of people with various skills and backgrounds, such as persons with experience in corporate management and public policy, engineers with technological expertise, and experts in law, accounting, or other areas.

Candidates for inside Director:

In light of the consideration of the Furukawa Electric Group's business of having many affiliates around the globe and various business lines, the Group should select persons who have a sufficient skill set, knowledge and experience so that they will contribute to improving the Furukawa Electric Group's corporate value.

management, Environment/Energy, Technology/IT, Sales/Marketing, International experience/knowledge, and Personnel policy/Organizational development.

Details of skillset were determined upon deliberation at the Nominating/Compensation Committee, and will be updated, as necessary, considering the external environment as well as the Company's management plan/business characteristics, among others.

Material issues		Skillsets
Revenue opportunities	Creating businesses that solve social issues	➔ Finance/Accounting Technology/IT Sales/Marketing
	Open, Agile, Innovative	➔ Corporate management Technology/IT Sales/Marketing
	Building partnerships with various stakeholders	➔ Technology/IT International experience/knowledge
Risks	E Developing business activities that consider climate change	➔ Environment/Energy
	S Strengthening human capital and organizational execution abilities	➔ Personnel policy/Organizational development
	G Building a governance system to strengthen risk management	➔ Legal affairs/Risk management

Details of skillsets

Skillsets	Reason for selection	Definition
Corporate management	To promote ESG management aiming at the Group's sustainable growth and increase in corporate value over the mid- to long-term, and proactively work on self-transformation, skills in formulating mid- to long-term sustainable growth strategy and high level of skills in corporate management are required.	Have experience in serving as Representative Director or equivalent (i.e. an officer with a broad scope of responsibilities that are similar to that of an officer)
Finance/Accounting	To strengthen/create capital efficient businesses of the Group, and optimize its business portfolio, high level of skills in accurately identifying the financial situation and formulating financial/capital strategy toward establishing the solid financial base are required.	Have experience/expertise in finance/accounting; have significant experience as the person in charge of finance/accounting division
Legal affairs/Risk management	Establishing a governance structure for strengthening risk management and ensuring a corporate culture of compliance are the foundation of continued increase in corporate value. To improve the Board's effectiveness in terms of overseeing the management as well, high level of skills in legal affairs, risk management and compliance are required.	Have experience/expertise in establishing legal/risk management/ compliance system, etc.; have significant experience as the person in charge of legal affairs/risk management/compliance division
Environment/Energy	Since it is essential for the Group's sustainable growth to promote climate-conscious business activities and have high level of skills in environment/energy area.	Have extensive experience, expertise and/or network in the area of environment/energy; or have significant experience as the person in charge of environment/energy division
Technology/IT	To enhance the Group's strengths, including open innovation, co-creation with external partners, and the use of intellectual properties, and develop a new business model, 4 core technologies* which the Group has developed, or high level of skills in the digital area are required.	Have experience/expertise in R&D, IT, DX, etc.; have significant experience as the person in charge of technology/IT division
Sales/Marketing	To move away from the product-out mindset, adopt market-in and even outside-in approaches, and provide customers with solutions by taking advantage of the Group's strengths, high level of skills in forecasting market trends and formulating sales strategy are required.	Have experience/expertise in sales/marketing; have significant experience as the person in charge of sales/marketing division
International experience/knowledge	To strengthen the Group's businesses, high level of skills in formulating growth strategy from the global viewpoint as well as managing overseas businesses are required.	Have experience in running a company abroad or have international knowledge of international trade or a relevant specialized area
NEW Personnel policy/Organizational Development	To strengthen human capital management and organizational execution abilities, and thus strengthen the foundation for corporate management, high level of skills in formulating measures to ensure that employees demonstrate their abilities to the maximum extent and to strengthen team capability through leadership development and reform of organizational culture are required.	Have experience/expertise in personnel policy/organizational development; or have significant experience as the person in charge of personnel policy/organizational development division

* The four core technologies: refers to the technologies in "Metals," "Polymers," "Photonics," and "Highfrequency," in which our Group holds a competitive advantage.

Skill matrix for Directors and Audit & Supervisory Board Members

	Name	Gender	Independent Officer	Company Management	Finance/Accounting	Legal Affairs/Compliance	Environment/Energy	Technology/IT	Sales/Marketing	International Experiences and Knowledge	Personnel Policy/Organizational Development
Directors	Keiichi Kobayashi	M		●				●	●		
	Hideya Moridaira	M		●				●		●	
	Takashi Tsukamoto	M	★	●	●					●	
	Yoshiro Miyokawa	M	★	●		●					●
	Yukiko Yabu	F	★					●	●		●
	Tamotsu Saito	M	★	●				●			
	Takeo Hoshino	M	★				●	●		●	
	Satoshi Miyamoto	M				●				●	●
	Yoshio Masutani	M							●	●	
	Toshio Yanagi	M				●	●				
Audit & Supervisory Board Members	Koji Aoshima	M			●	●					
	Nozomu Amano	M			●	●					●
	Masao Terauchi	M		●						●	
	Hiroyuki Ogiwara	M		●	●					●	
	Kunihiko Sakai	M	★			●				●	
	Sayaka Sumida	F	★		●					●	
	Takao Shiomi	M	★	●	●					●	

* The above tables do not cover all experience/knowledge of each person. A check-mark is placed only in case where the Company expects that a person's significant experience/knowledge in each item will particularly contribute to solving key issues.

Overview of Evaluation Results on the Effectiveness of the Board of Directors

Our Company has conducted an annual analysis and evaluation on the effectiveness of the Board of Directors since FY2015, aiming at improving the Board's functions through a continuous process where we verify whether

the Board is functioning adequately, and based on the results, we take necessary measures to remedy issues and reinforce its strengths.

Method of analysis and evaluation

Upon conducting a questionnaire survey targeting all Directors and Audit & Supervisory Board Members, the effectiveness of the Board of Directors was discussed based on aggregated results at meetings of outside officers and the Board of Directors.

For the purpose of obtaining deeper understanding of

the aggregated results, the Chairperson of the Board had interviews with all Directors and Audit & Supervisory Board Members on an individual basis (while the lead outside officer interviewed with the Chairperson), and shared the results at the above-mentioned Board of Directors meeting.

Category of survey questions

- I. Roles and responsibilities of the Board of Directors (general matters, mid- to long-term management plan, business execution, risk management and compliance, sustainability, and Nominating/Compensation Committee)
- II. Operation of the Board of Directors
- III. System to support and cooperate with outside officers
- IV. Roles of and expectations for Audit & Supervisory Board Members
- V. Relationships with shareholders and other stakeholders
- VI. Others (Board of Directors overall, individual evaluations)

Overview of analysis and evaluation results

As a result of the analysis and evaluation, we reconfirmed that our Board of Directors has worked on initiatives to enhance its effectiveness in consideration of the results of the last fiscal year's (FY2022) evaluation; the Board of Directors as a whole has had positive and active discussions and carried out adequate oversight the business execution from the perspective of achieving sustainable growth of the entire Group and increasing corporate value over mid- to long-term; and useful recommendations/inputs based on a wealth of experience and advanced knowledge of outside officers were reflected on business execution. Consequently, we analyzed/evaluated that the Board of Directors maintained its effectiveness this fiscal year (FY2023) as well.

Policy for Initiatives and Evaluation Results for FY2022 and Policy for Initiatives for FY2023

	FY2022		FY2023
	Policy for Initiatives	Evaluation Results	Policy for Initiatives
1. Significant issues and priority initiatives for FY2023			
(1) Medium-term Management Plan (MTMP) and review of business portfolio policy for Initiatives	<ul style="list-style-type: none"> Promote progress checking of business portfolio and MTMP as well as consideration of relevant issues, and have discussion at the Board of Directors (BOD) meetings. Regularly conduct tours of our works/business facilities in order to provide outside officers with an opportunity to further deepen their understanding of our businesses. 	<ul style="list-style-type: none"> The BOD has reviewed the business portfolio and had fulfilling discussions on MTMP. In the future, it is necessary to implement valid initiatives in a speedy manner. Tour of our works/business facilities were conducted twice, which provided excellent opportunities for outside officers to understand our production sites. 	<ul style="list-style-type: none"> With respect to the business portfolio reform, we will ensure that the BOD will continue to receive regular reports on the implementation status as well as reports on initiatives for crystallizing portfolios of businesses/product families which the Company aims at realizing over mid- to long-term; and the BOD will have discussion for supporting the implementation of such initiatives. In accordance with the progress of MTMP, the BOD will receive reports on specific initiatives towards achieving financial targets, and have discussion for supporting the implementation of such initiatives.
(2) Operation of the Board of Directors	<ul style="list-style-type: none"> Increase opportunities to enhance communications between inside and outside officers, as well as among outside officers. 	<ul style="list-style-type: none"> Opportunities were provided for inside/outside officers to share information, so communications were enhanced. It is needed to further enhance opportunities for exchanging opinions. 	<ul style="list-style-type: none"> The BOD will reinforce discussions on fundamental management issues, and create a venue where the members can freely and frankly discuss/exchange opinions on significant management matters.
2. Other issues/initiatives to be continuously addressed			
(1) Board composition, and Nominating/Compensation Committee	<ul style="list-style-type: none"> Nominating/Compensation Committee discusses issues including the board composition and skills matrix, and reports the results or status to the Board of Directors (BOD). 	<ul style="list-style-type: none"> Nominating/Compensation Committee has been discussing various issues including the skills matrix. With respect to the board composition, continuous discussion is needed. 	<ul style="list-style-type: none"> The board composition, and skills matrix, etc. will be incorporated into agenda of Nominating/Compensation Committee as mid- to long-term issues so that the Committee will discuss such matters.
(2) Risk management	<ul style="list-style-type: none"> Continue to promote greater enterprise risk awareness. Encourage risk management activities at the Company and its affiliate companies in Japan and abroad. 	<ul style="list-style-type: none"> Greater enterprise risk awareness was developed; and risk control activities were expanded to affiliated companies in Japan and abroad and deepened. In this way, the system for risk management and compliance has been improved. It is necessary to constantly update our assumption of risks and preparation for such risks. 	<ul style="list-style-type: none"> Continue to update our risk recognition in order to address changes in the external environment. To prepare for any occurrence of risks in our priority areas, proactively formulate countermeasures.
(3) Sustainability (including ESG/SDGs)	<ul style="list-style-type: none"> Encourage discussions on risks and opportunities related to sustainability as well as the progress on each sustainability indicator, and ensure that outcomes are reported to the BOD. 	<ul style="list-style-type: none"> With respect to risks and opportunities, establishment of the Purpose, progress against the target for each sustainability indicator, content of integrated report, and other matters, active discussion took place. Continued efforts are needed in terms of establishing our Purpose and familiarizing employees with the Purpose, and implementing measures to satisfy targets for sustainability indicators. 	<ul style="list-style-type: none"> Drive forward establishment of the Purpose and activities to familiarize employees with our Purpose and to ensure the penetration; and encourage discussions on other important sustainability issues. Ensure outcomes or status are reported to the BOD, which in turn discusses such matters.



Please visit our website "Corporate Governance" for details.
<https://www.furukawa.co.jp/en/company/governance.html>

Remuneration for Directors, etc

Policies for determining remuneration, etc. for Directors, etc.

Policy for determining remuneration for Directors, etc.

The remuneration for Directors, etc. shall be determined in a way that encourages individual Directors, etc. to exert their abilities to the maximum level and proactively fulfill

their duties so that Furukawa Electric Group will increase its corporate value and achieve sustainable growth while contributing to the society through its business activities.

Policy for determining remuneration for individual officer by element

In accordance with the above-mentioned policy, the Board of Directors resolved to approve the policy for determining remuneration for individual Directors, etc. (hereinafter, "Individual Remuneration Policy"). Nominating/Compensation Committee confirms adequacy, effectiveness and appropriateness of plan design and level of remuneration every year, by means of outside survey that is comparing the Company's remuneration level with those of other similar size 30 manufacturing companies.

The Company's remuneration for Directors, etc. consists of base salary, Short-term performance-linked remuneration (on an individual level), Short-term performance-linked remuneration (on the company level), ESG-linked remuneration, and Medium-to long-term performance-linked remuneration; and the Individual Remuneration Policy for determining an amount of each remuneration element is as follows:

Element of remuneration	Overview	Recipient			
		Director except Outside Director	Outside Director	Corporate Vice President and Senior Fellow, except Director	Audit & Supervisory Board Member
Base salary	This element is paid in cash in a fixed amount every month, and the amount is determined depending on their role (e.g. management oversight or business execution) and official position.	●	●	●	●
Short-term performance-linked remuneration (individual)	This element is paid in cash every month, and the amount paid to individual Directors, etc. is determined by Nominating/Compensation Committee upon comprehensively evaluating the degree of achievement of the relevant business plan in the previous fiscal year, such as Furukawa Value Added (FVA) and other performance measures that contribute to its improvement (strategic KPIs) in the division(s) they are in charge of, and the status of relevant measures.	●	—	●	—
Short-term performance-linked remuneration (company level)	This element is paid in cash once a year, and the amount is fixed according to the evaluation criterion based on consolidated operating profit, as defined by Nominating/Compensation Committee. (Note 1)	●	—	●	—
ESG-linked remuneration	This element is to be paid in cash every month. The amount is to be determined upon evaluating the progress toward achieving the sustainability targets of key management issues (material issues) to be addressed by the Group. (Note 2)	●	—	●	—
Medium-to-long-term performance-linked remuneration	This is the stock remuneration program, under which Directors, etc. are paid with the Company's stocks acquired by the Trust that was funded by the Company. (Note 3)	●	—	●	—

(Notes): 1. For Short-term performance-linked remuneration (on the company level), we adopted consolidated operating profit as an indicator for ensuring the Company's performance in a relevant fiscal year is appropriately and clearly reflected to the remuneration. The following table shows remuneration amount corresponding to consolidated operating profit, which is the evaluation criterion here, and official position. Nominating/Compensation Committee regularly checks and reviews this table to ensure the remuneration levels are adequate, taking into account consolidated operating profit in the past several years.

Short-term performance-linked remuneration table corresponding to consolidated operating profit and official position (on the company level)

Classification of Director, etc.	Consolidated operating profit							
	650– (JPY 100 million)	550–650 (JPY 100 million)	450–550 (JPY 100 million)	350–450 (JPY 100 million)	250–350 (JPY 100 million)	150–250 (JPY 100 million)	–150 (JPY 100 million)	
Chairperson of the Board	15,100	12,458	9,815	7,550	6,040	3,775	—	
President (Representative)	29,600	24,420	19,240	14,800	11,840	7,400	—	
Corporate Senior Executive Vice President	18,000	14,850	11,700	9,000	7,200	4,500	—	
Corporate Executive Vice President	14,100	11,633	9,165	7,050	5,640	3,525	—	
Corporate Senior Vice President	8,200	6,765	5,330	4,100	3,280	2,050	—	
Corporate Vice Presidents / Senior Fellows	4,200	3,465	2,730	2,100	1,680	1,050	—	

2. For ESG-linked remuneration, we adopted sustainability indicators (whether or not achieved) in order to ensure that it functions as an appropriate incentive toward achieving sustainability targets. In the current fiscal year, we adopted GHG emissions reduction rate, where the target reduction rate is 21.2% compared to the emissions in FY2017. An indicator to be adopted as an evaluation indicator for ESG-linked remuneration is regularly checked/reviewed by the Nominating/Compensation Committee.

3. For Medium-to-long-term performance-linked remuneration, we adopted the Company's stock price as an indicator, in order to appropriately reflect increased corporate value to remuneration amounts, and to share incentives for increasing corporate value with shareholders. In this stock remuneration program, three fiscal years constitute a performance period and the Company contributes funds up to the maximum amount of ¥450 million per performance period to the Trust as remuneration for Directors, etc. Directors, etc. are granted a pre-determined number of points depending on their titles/positions every year as the basis of their rights to receive the Company's stocks. After the end of each performance period, the number of points qualifying Directors, etc. for receiving the Company's stocks are finalized after an adjustment for certain cases, according to the criteria for comparing changes in the Company's stock prices with those of TOPIX during the period. (The actual points to be granted are calculated by multiplying the payout ratio, which is determined by multiplying the degree of divergence of the volatility of the Company's stock price and volatility of TOPIX by the cumulative total points granted during the evaluation period.) In case any of Directors, etc. retire from the position during the period, in principle, an adjustment is to be made in a similar manner.

Medium-to-long-term performance-linked remuneration: point table by official position
(From April 1, 2022 to March 31, 2025)

The maximum total number of points granted to Directors, etc. in a performance period is 180,000, and 1 point is convertible into 1 share unit of the Company's common stock.

Classification of Directors, etc.	Number of Point Granted	Number of Stock Granted per period
Chairperson of the Board	7,640	29,796
President (Representative)	9,340	36,426
Corporate Senior Executive Vice President (Director)	4,800	18,720
Corporate Senior Executive Vice President	3,930	15,327
Corporate Executive Vice President (Director)	3,930	15,327
Corporate Executive Vice President	3,060	11,934
Corporate Senior Vice President(Director)	2,190	8,541
Corporate Senior Vice President	1,310	5,109
Corporate Vice President (Director)	1,310	5,109
Corporate Vice President/Senior Fellow	660	2,574

Medium-to-long-term performance-linked remuneration: Formula for calculating the degree of divergence

Degree of divergence = Volatility of the Company's stock price/Volatility of TOPIX
 Volatility of the Company's stock price = average stock price of the Company in the final year of the evaluation period/average stock price of the Company in the year prior to the start of the evaluation period
 Volatility of TOPIX = average TOPIX in the final year of the evaluation period/average TOPIX in the year prior to the start of the evaluation period

Medium-to-long-term performance-linked remuneration: Rate correspondence table for each degree of deviation

Deviation (Scope)	X ≥ 1.3	1.3>X ≥ 1.2	1.2>X ≥ 1.1	1.1>X ≥ 0.95	0.95>X ≥ 0.85	0.85>X ≥ 0.75	0.75>X ≥ 0.65	0.65>X ≥ 0.55	0.55>X ≥ 0.2	0.2>X
Rate (%)	130	120	110	100	90	80	70	60	50	0

Medium-to-long-term performance-linked remuneration: Formula for determining the number of points granted to individuals during a performance period

Finalized points = (cumulative total points granted to each Director, etc. during the evaluation period) x (payout ratio for the evaluation period)
 "Payout ratio" represents the percentage of change in the actual remuneration amount as a result of performance evaluation, where the standard amount of the Medium-to-long-term performance-linked remuneration is 100%.
 At the time of their retirement, Directors, etc. receive the Company's stocks and money calculated by the following formula as the Medium-to-long-term performance-linked remuneration from the Trust.
 ●Number of the Company's shares to be granted = (cumulative total points as of the vesting date x payout ratio - number of points corresponding to a fraction of shares) x 0.7
 If there is a fraction of shares of the Company upon calculation by the above formula, such shares will be disregarded.
 ●Amount of money to be paid = (Number of points convertible into share units x 0.3 + number of points corresponding to a fraction of shares) x market value of the Company's stock as of the vesting date
 "The number of points convertible into share units" is defined as (cumulative total points as of the vesting date x payout ratio - the number of points corresponding to a fraction of shares). If there are any points corresponding to a fraction of shares upon calculation by the formula "the number of points convertible into share units x 0.3", such a fraction will be rounded up to a share unit and added to the number of share units.
 The vesting date is defined as the first end date of June after the retirement of Directors, etc., and after the closing of the last fiscal year, in which he/she is eligible for receiving points.

Policy of Determining the Percentage of Remuneration Paid to Each Individual for Each Remuneration System

In terms of a percentage of each component of remuneration, it is designed as follows: the higher the rank of Directors, etc., the larger the percentage of performance-linked remuneration. When the aggregate total of the standard percentage of each component is 100%, the percentage of each component is shown below:

Classification of Directors, etc.	Base salary	Short-term performance-linked remuneration (Individual level)	Short-term performance-linked remuneration (the Company level)	ESG-linked remuneration	Medium-to-long-term performance-linked remuneration	Total
Chairperson of the Board	55%	12%	9%	3%	21%	100%
President (Representative)	51%	15%	13%	2%	19%	100%
Director and Corporate Senior Executive Vice President	55%	15%	13%	2%	15%	100%
Director and Corporate Executive Vice President	58%	14%	12%	2%	14%	100%
Director and Corporate Senior Vice President	68%	11%	9%	2%	11%	100%
Director and Corporate Vice President	72%	13%	5%	2%	8%	100%
Corporate Senior Executive Vice President	54%	16%	14%	2%	14%	100%
Corporate Executive Vice President	56%	15%	13%	2%	14%	100%
Corporate Senior Vice President	67%	13%	11%	2%	8%	100%
Corporate Vice President/Senior Fellow	71%	16%	6%	2%	5%	100%

Remuneration for Directors and Audit & Supervisory Board Members in FY2023 under review

The total amount of remuneration for Directors and Audit & Supervisory Board Members for FY2023 under review is as follows.

Officer classification	Total remuneration (JPY millions)	Total remuneration by type (JPY millions)				Number of subject officers (persons)
		Base salary	Short-term performance-linked remuneration (individual)	Short-term performance-linked remuneration (company level)	Medium-to-long-term performance-linked remuneration	
Directors(excluding outside directors)	340	229	11	24	74	7
Audit & Supervisory Board Members (excluding outside Audit & Supervisory Board Members)	92	92	—	—	—	4
Outside Officers	110	110	—	—	—	8
Of which Outside Directors	74	74	—	—	—	5
Of which Outside Audit & Supervisory Board Members	36	36	—	—	—	3

(Notes): 1. The amounts and numbers of officers in the above table include one Director and one Audit & Supervisory Board Member who retired from the positions due to the expiry of their terms at the end of the 201st Annual Shareholders Meeting held on June 23, 2023 as well as amounts of their remuneration.
 2. The column of Short-term performance-linked remuneration (company level) shows the payment amount which was determined in June 2023 as compensation for execution of duties in FY2022. The amount for the current fiscal year is not included in the above table.
 3. The amount of Medium-to-long-term performance-linked remuneration in the above table is calculated by deeming the number of shares corresponding to the number of points granted for the current fiscal year under the stock remuneration program as the remuneration for the year.
 4. Short-term performance-linked remuneration (on the company level) falls under the category of performance-linked remuneration. For this remuneration, the Company adopted consolidated operating profit as an indicator to appropriately and clearly reflect the Company's business performance during a relevant fiscal year to the remuneration. The Company's consolidated operating profit in FY2022 was ¥15,441 million.
 5. Medium-to-long-term performance-linked remuneration falls under the categories of performance-linked remuneration as well as non-116 monetary remuneration. For this remuneration, the Company adopted its stock price, in order to appropriately reflect increased corporate value to remuneration amounts, and to share incentives for increasing corporate value with shareholders. Actual deviation was 0.82 (a reference value calculated by using numerical value in FY2023).
 6. With respect to ESG-linked remuneration (introduced in July 2023), the compensation amount for the current fiscal year is not included in the above table.

Succession Plan

The Nominating/Compensation Committee checks an update of the succession plan for the CEO and the development of the next generation of managers, and deliberates such matters as the selection of candidates for the next generation of managers and the effectiveness of their development process.

Furukawa Electric Co., Ltd.
Guideline on Corporate Governance (extract)

Chapter 3 Corporate Governance System
 Section 3 Nominating/Compensation Committee

3. Succession Plan

(1) Based on the Furukawa Electric Group Purpose, Core Values, and a concrete management strategy, a succession plan for the President/CEO is deliberated and determined by the Nominating/Compensation Committee, are annually reviewed by the Committee.

(2) Each Succession plan for Corporate Vice Presidents is annually reviewed and submitted to the Nominating/Compensation Committee, then the Committee checks an update of the succession plans for Corporate Vice Presidents.

(3) The Company makes efforts to systematically develop the next generation of executives. Candidates of prospective president and corporate vice presidents selected by succession plans obtain advice from outside consultants, take training for the development of executives, and transfer to a different division to acquire necessary experience.

Policy-holding Shares

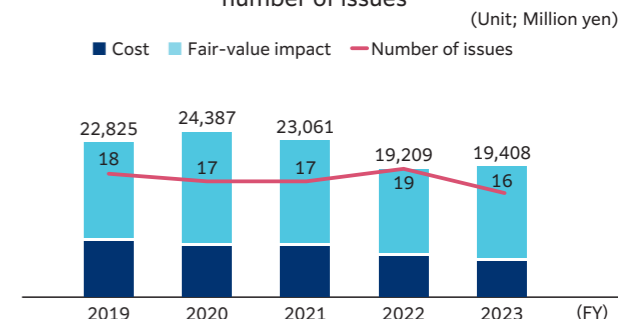
Each year, the Board of Directors verifies the validity of all listed shares of the policy-holding shares, and decides to continue holding some of the shares from the viewpoint of their relationship with the Company and of the cooperative relationship. We intend to reduce the shares deemed unsuitable for holding.

For fiscal 2023, the Board of Directors examined the appropriateness of the policy-holding shares at a meeting held in December 2023. As a result of the verification, we reduced some policy-holding shares, including eight listed stocks (3,916 million yen). Our policy-holding shares as of March 31, 2024 include 16 listed shares (19,408 million yen).

Policy on Policy-holding Shares

We will hold the shares if they are deemed to be significant from the viewpoint of improving capital efficiency or from need for the Company's business activities, and will reduce the shares if they are deemed to be unsuitable for holding. Each year, the Board of Directors shall conduct a verification of the validity of all listed shares of the policy-holding shares. The verification shall be conducted from a comprehensive perspective, including the creation of business opportunities, the maintenance and strengthening of business relationships and cooperative business relationships, as well as the comparison of quantitative benefits derived from the holdings of shares with the cost of ownership calculated by the market value and capital cost of the shares.

Balance sheet amounts of listed shares held for purposes other than pure investment purposes and number of issues



* Policy-holding shares are defined as the shares subject to "investment shares held for purposes other than pure investment purposes" in the Annual Securities Report.

Group Governance

While respecting the independence of each affiliated company's management, Furukawa Electric shall understand the overall status of its management, including compliance and risk management, and provide appropriate management guidance, including advice and

Status of development of internal control system

The Company believes that internal control is intended for maintaining/improving the efficiency of execution of duties, ensuring compliance, risk management, information management and group company management, and established and implements the internal control system as follows:

a. Efficient execution of duties

After management targets are set in budgets, each executive officer fulfills their duties to achieve such targets, and regularly reports the progress to the Board of Directors. Such achievements are adequately reflected in their remuneration. As for matters to be decided by the Board of Directors or Management Committee, or by means of requests for management approval, the Company established detailed and specific standards for deliberations. The Company has in place internal rules to clarify administrative authorities of executive officers and General Managers, as well as division of duties; and also has a mechanism to constantly review them upon an organizational change and the like.

b. Compliance system

The Company regards "Furukawa Electric Group Purpose", "Core Values", and "Furukawa Electric Group CSR Code of Conduct" as the basis for complying with ethical standards and according to the "Compliance Regulations", the Company promotes such compliance activities as internal education and programs to prevent/detect legal violations, while Risk Management Committee chaired by President and Risk Management Division play central roles. Each division appoints a risk management officer, who is responsible for effectively promoting risk management activities, including compliance, within the division. Especially, to prevent a recurrence of cartel behavior, the Company has reinforced the control over contacts with other companies in the same industry and the pricing procedures, and strengthened oversight by receiving advice from external experts from time to time. The Company also introduced a whistleblowing system, aiming at early detection and correction of compliance violations. Furthermore, Auditing Department, which is responsible for internal audits, monitors the execution of duties in each division, verifies whether the internal control system, including the compliance system, is working effectively, and reports the results to the management.

c. Risk management system

The Company stipulated its risk management system and management method in the "Basic Regulations on Risk Management and Internal Control", and Risk Management Committee identifies overall risks associated with Furukawa Electric Group's business operations, and verifies the adequacy

support on the establishment of each company's legal and internal control systems. That is how we ensure the soundness of each company's management, and we also strive to strengthen the entire Group's management structure and to increase corporate value.

of such risk assessment and risk management methods.

For more information, please refer to "Risk Management" on page 67 of this report.

d. Information management system

Records and documents related to important decisions by the Board of Directors, Management Committee, or via requests for management approval are properly managed/retained in accordance with laws and regulations as well as the Company's "Regulations on Retention of Documents". As for other information on the execution of duties, from the perspective of the importance as information assets and the necessity for protection, the Company established uniform standards and has implemented an information management system.

e. Group company management

In accordance with the "Regulations on Group Management Control", an administrative manager is appointed at each Group company; and the Company requests the Group companies to regularly report information necessary for grasping their business conditions, provides guidance on business management, and requires them to obtain the Company's approval before making decisions on certain matters. Budgets are prepared for the entire Group, setting specific management targets to be achieved by subsidiaries. As for the risk management at subsidiaries, Risk Management Division plays a central role to provide training, advice, and guidance on risk management, internal control, and compliance. Subsidiaries are required to appoint their own compliance officers. The Company sends part-time officers to key Group companies, and monitors overall management, including compliance and risk management, of the Group companies through audits by the Company's Audit & Supervisory Board Members and Auditing Department.

f. Securing appropriateness of financial reporting

In accordance with the "Basic Regulations on Risk Management and Internal Control", the Company established "Furukawa Electric Group Basic Policy for the development and evaluation of an internal control system, to ensure the appropriateness of financial reporting" (J-SOX Core Policy), and clarified the establishment, development, and operation of the internal control system, monitoring mechanism, and responsibilities. As for preparation and submission of the Internal Control Reports stipulated in the Financial Instruments and Exchange Act, the Company established J-SOX Council for deliberations of important matters, aiming at maintaining and improving the reliability of the Group's financial reporting.

Risk Management

Overview of Risk Management and System

Furukawa Electric Group has established the Risk Management Committee, which comprises management as members, with the President as chair and the General Manager of the Risk Management Division as vice chair. The committee is structured to supervise and promote risk management, internal control and compliance.

Furukawa Electric Group Risk Management Committee conducts regular risk assessment to determine what risks exist, define important risks that require a companywide response, and prioritize measures to counter these risks. Through specialized committee activities in segment specific areas — quality control, occupational health and safety, the environment, and disaster prevention and business continuity management — we are enhancing our system to manage risks related to our business activities. In addition to this system, important decision making is conducted by the Board of Directors and the Management Committee or through the approval processing system, after the expected risks based on each case have been clearly presented and acknowledged.

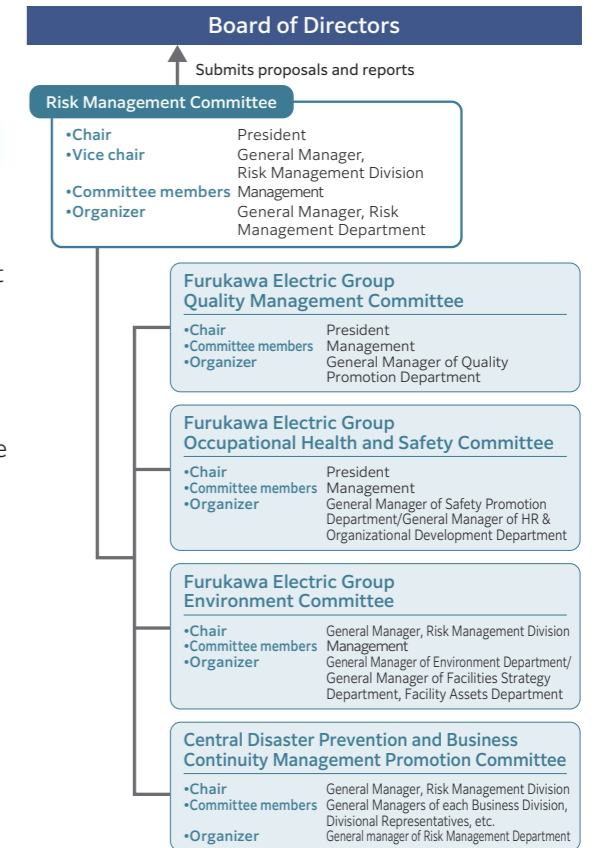
Business Risks

Furukawa Electric Group's financial results and financial situation are affected by the economic conditions in the various markets in which the Group sells its products and provides services.

The important risks that have the potential to affect the Group's financial results and financial situation are listed, as shown on the right. Risk items are defined as those with a medium or higher likelihood of occurrence and magnitude of impact, and, based on how the risks are perceived, they have been broadly categorized into "Management perspective risks" and "Operational perspective risks." When implementing responses to each risk, particularly for the management perspective risks, rather than being independent risks, they are recognized to be mutually related. The forward-looking statements contained in

Efforts to risk management activity

For the purpose of continually enhancing and deepening an activity on the risk control of Furukawa Electric Group, we have assessed the control activity on each item of the "business-related risks." Those results are totalized and summarized, and then the overall assessment of the risk control activity is annually and regularly reported to Risk



the descriptions are based on the Group's estimates and assumptions made as of March 31, 2024.

Please refer to our website "Business Risks" for details. <https://www.furukawa.co.jp/en/ir/management/risk.html>

Management Committee.

In addition, "the ratio of follow-up on risk management activities for all risk domains," that contains items of the business-related risk, has been assigned as a sustainability indicator. Then, the improvement of the control activity has been enhanced by monitoring its indicator.

Indicators and targets

Material issues "Building a governance system to strengthen risk management/Group Governance"

Indicator	Scope	Result			Target		
		FY2021	FY2022	FY2023	FY2023	FY2024	FY2025
★ : Sustainability Indicator							
★ Ratio of follow-up on risk management activities for all risk domains	Group	88%	100%	100%	100%	100%	100%

Supply Chain Management

Basic Approach to Procurement

Under the Furukawa Electric Group Procurement Policy, our Group will contribute to realize a sustainable society through co-creation with our partners*.

Furukawa Electric Group Procurement Policy

1	Fairness and Integrity	We are open to any and all partners in accordance with the principle of free competition and we all act with fairness and integrity.
2	Compliance with Laws and Regulations and CSR Procurement	Toward the realization of a sustainable society, we will conduct our procurement activities with due consideration for safety and the environment in compliance with all applicable laws and regulations and fulfill our corporate social responsibility.
3	Partnership	We always value relationships of mutual trust with our partners to create new values by collaboration. We pursue to optimize our procurement conditions from the viewpoint of quality, cost, delivery, technological capabilities and CSR activities.

* Furukawa Electric Group refers to our suppliers as "partners" who collaborate with us to create value.

Key Points of the initiatives

CSR Procurement Activities

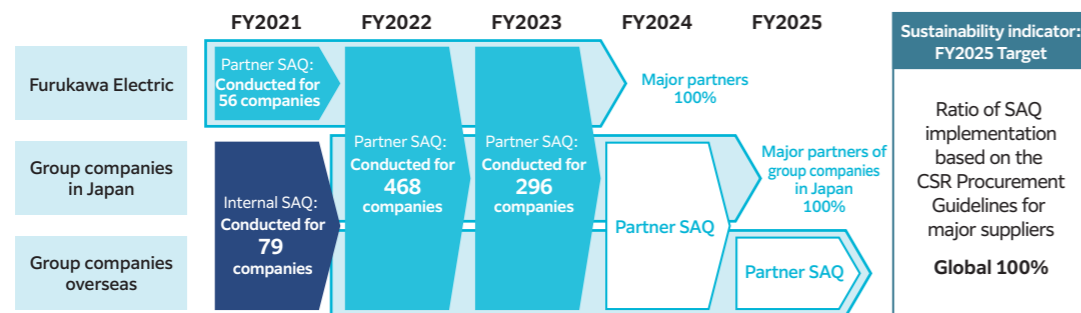
The Group promotes CSR procurement activities taking into account the environment and society, and published CSR Procurement Guidelines. In August 2024, we revised the Furukawa Electric Group CSR Procurement Guidelines to the 4th edition, with reference to the RBA Code of Conduct 8.0, etc. This was to promote CSR procurement activities in response to changes in social demands.

We ask new partners for agreement to comply with our CSR Procurement Guidelines as a prerequisite for starting business with us.

Based on our CSR Procurement Guidelines, we work together with existing partners to ensure strict compliance with laws and regulations and fair trade, consideration for human rights, safety, and the environment, reduction of environmental impact, and responsible minerals sourcing in our procurement activities. We also hold an annual Partners Meeting to directly explain our CSR procurement guidelines and our environmental and social policies, targets, and initiatives to our partners, and to provide ongoing encouragement to them.

As a risk survey for existing partners, in addition to the conventional questionnaire, we also issued a self-assessment questionnaire (SAQ) for major partners in accordance with the contents of the CSR Procurement Guidelines in FY2021. In FY2023, we expanded the scope of coverage to include partners of Group companies in Europe and the United States, in addition to Group companies in Japan and Asia. For partners falling under the categories of any of the survey items that we have identified as high-risk, we reconfirm the situation through interviews and other means, and encourage the partner(s) in question to correct the situation as necessary.

In addition, we have established contact points for inquiries about compliance and inquiries about human rights (JaCER's Grievance Form) on our website for the acceptance of reports on non-compliance and suspicious activities taking place within the context of our procurement activities. When a report has been received, we will check the described facts of that report, undertake a response such as an investigation, and provide feedback to whistleblower as deemed necessary.



For details, please see our website: CSR Procurement Guidelines, Green Procurement Guidelines, Quality Assurance Guidelines. <https://www.furukawa.co.jp/en/procure/guideline.html>

Co-creation with our partners

Partner Evaluation and Award System

We conduct evaluations of partners when it comes to partners selected based on purchase amounts and importance (80% of the material and equipment purchase amount). We evaluate our partners on the basis of quality, technology, price, delivery system, social and environmental contribution, creditworthiness, etc., and provide feedback on the results of the evaluation in interviews, while also exchanging opinions on the evaluation results and aligning our mind on procurement activities. In FY2023, we evaluated 230 partners and provided them with feedback on the results. Moreover, we are requesting continued cooperation in their efforts to ensure business continuity and a stable supply. In addition to the Outstanding Partner Award, Group Global Partner Award, Best Performance Award and Special Award, the Environmental Award is presented in recognition of achievements in the environment, and thus multifaceted efforts are evaluated.

Holding Partners Meeting

At the annual Partners Meeting, we explain our group procurement policy and our CSR Procurement Activities directly to our partners in order to deepen their understanding of our company. In FY2023, the event was held in June in a hybrid format combining online distribution and an in-person awards ceremony with 54 major partners attending at the event.

Greenhouse gas emission reduction initiatives

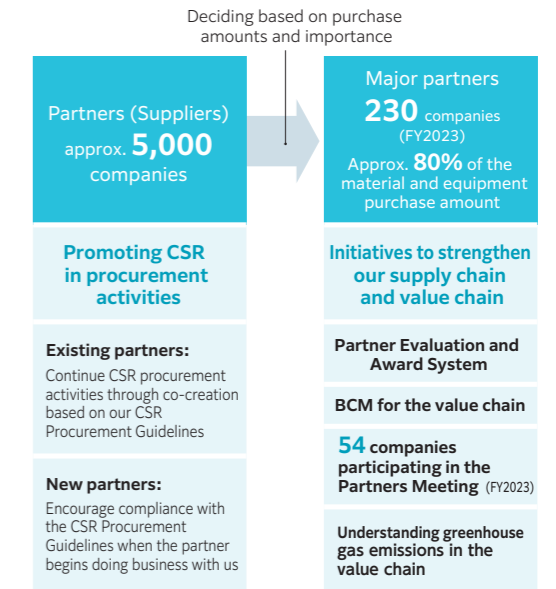
In order to work toward reducing greenhouse gas emissions throughout the value chain, we require our

Responsible Minerals Sourcing

The Group policy on responsible minerals sourcing is clearly stated in our CSR Procurement Guidelines and is made known by our Group companies and partners. In addition, in September, 2022, we established the Furukawa Electric Group Responsible Minerals Sourcing Policy to promote responsible minerals sourcing in the Group.

Collaboration with external organizations

In order to prevent or mitigate the adverse effects associated with mining of minerals in conflict- or high-risk areas, we have joined the Responsible Minerals TradeWorking Group of the Japan Electronics and



partners to strive to improve energy efficiency and continuously reduce energy consumption and greenhouse gas emissions based on our CSR Procurement Guidelines. At partner meetings, etc., we are encouraging the setting of targets for reducing greenhouse gas emissions. Furthermore, since FY2021, we have been conducting surveys on greenhouse gas emissions for some of our partners, and we have been working to understand the amount of greenhouse gas emissions in our value chain.

Procurement logistics activities

In order to reduce costs and CO₂ emissions during transportation, we are addressing the risks of soaring logistics costs and the inability to transport goods by selecting the most appropriate means of transportation within the value chain, such as making effective use of our return trip freights.

Furukawa Electric Group Responsible Minerals Sourcing Policy (Established on September 12, 2022)

Furukawa Electric Group shall not procure tantalum, tin, tungsten, gold, and other minerals associated with human rights violations, environmental degradation, corruption, conflicts, and other incidents in conflict-affected and high-risk areas. We will work to correct any concerns about risks that arise in our supply chain and engage in responsible minerals sourcing throughout the entire supply chain.

Information Technology Industries Association (JEITA) in addition to making our own efforts. Thus, we are working to resolve issues related to conflict minerals in the world, and through intra-industry collaboration, to improve supply chain research activities.

Indicators and targets

Material issues "Building a governance system to strengthen risk management/Group Governance"

Indicator	Scope	Result			Target		
		FY2021	FY2022	FY2023	FY2023	FY2024	FY2025
★ : Sustainability indicator							
★ Ratio of SAQ implementation based on the CSR Procurement Guidelines for major partners	Group	Furukawa Electric 20%	Global 34%	Global 65%	Global 40%	Global 70%	Global 100%

For details of Supply Chain Related Data, please see page 89.

Human Rights Management

Basic Approach to Human Rights

Based on the Furukawa Electric Group Purpose and Core Values, as we pursue global business development, we understand that the human rights of all people impacted by our business activities must be respected, and we respect human dignity and all internationally recognized human rights. We are also promoting initiatives to

respect human rights in line with the United Nations' Guiding Principles on Business and Human Rights, which call on companies to formulate human rights policies, implement human rights due diligence, and establish remedy mechanisms.

Furukawa Electric Group Human Rights Policy (Established on January 27, 2020, revised on March 21, 2024)

Based on the Furukawa Electric Group Purpose and Core Values, as we pursue global business development, we understand that the human rights of all people impacted by our business activities must be respected, and we respect human dignity and all internationally recognized human rights.

1	Positioning	6	Training
2	Scope	7	Complying with applicable laws
3	Responsibility to respect human rights	8	Dialogue and consultation
4	Human Rights Due Diligence	9	Information disclosure
5	Remedy		

For details, please see the Furukawa Electric Group Human Rights Policy on our website. <https://furukawaelectric.disclosure.site/en/themes/203>

Promotion Framework

The Group discusses issues related to sustainability, including human rights initiatives at the Sustainability Committee, and makes proposals and reports to the Board of Directors.

The Human Rights Working Group, which consists of Strategic HR Management Dept., Risk Management Dept., and Corporate Sustainability Office, regularly discusses human rights-related initiatives, and the results of these discussions are reported to the Sustainability

Committee and reflected in initiatives. At the Sustainability Committee meeting in March 2022, human rights and labor practices were added as a sub-material issue to the material issue "building a governance system to strengthen risk management" and this was reported to the Board of Directors' meeting in May 2022. At the Sustainability Committee meeting in March 2024, we exchanged opinions on human rights risk assessments.

Key points of the initiatives

Formulating Human Rights Policy

In accordance with the International Bill of Human Rights (the Universal Declaration of Human Rights and the International Covenant on Human Rights), the International Labour Organization (ILO)'s Declaration on Fundamental Principles and Rights at Work, and the United Nation's Guiding Principles on Business and

Human Rights, the Furukawa Electric Group formulated the Furukawa Electric Group Human Rights Policy on January 27, 2020. In addition, in March 2024, we revised part of the preamble of the Human Rights Policy in line with the establishment of the Furukawa Electric Group Purpose in 2024.

Implementing Human Rights Due Diligence

In response to changing social demands for human rights, such as in relation to forced labor, child labor, and discrimination, as well as in response to growing interest in human rights throughout the supply chain, our Group began human rights due diligence in FY2021. In this

context, we have set employees and partners* as the target stakeholders to be prioritized in terms of human rights issues tackled by our Group.

* Furukawa Electric Group refers to our suppliers as "partners" who collaborate with us to create value.

Initiatives to reduce negative impacts on human rights

For employees

With regard to employees, we have set harassment in the workplace as an issue to be tackled, analyze the results of instances of whistleblowing and compliance awareness surveys, and make necessary improvement measures. As one of these improvement measures, we have been implementing Discrimination and Harassment Education for individuals working in managerial positions at our Company and at Group companies in Japan and overseas since FY2022. Then, we have set the implementation rate of human rights risk training for managerial positions

as a sustainability indicator. In FY2023, we achieved our target of 100% implementation rate of human rights risk training for managerial positions globally, and we are aiming to maintain 100% through FY2025.

In FY2024, we will analyze the results of the compliance awareness survey conducted at the end of FY2023 and verify the effectiveness of the improvement measures. We also plan to hold discussions with the managers of each department about the results, and implement improvement measures, as necessary.

For partners

For our partners, we have set the implementation rate of SAQ (Self-Assessment Questionnaire) based on CSR Procurement Guidelines for major business partners as a sustainability indicator, and are working to understand human rights risks in the supply chain. We began surveying 56 of our main business partners in FY2021,

and as of the end of FY2023, the SAQ implementation rate was 65% against the target of 40%, and we are aiming for 100% by FY2025. As of the end of FY2023, the results of these surveys have not revealed any serious problems presenting adverse impacts on human rights.

Establishing a remedy mechanism

As a point of contact for reporting adverse impacts on human rights, we have established an internal whistleblowing system involving third parties for internal. Further, for external stakeholders, we use the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), established mainly by the CSR Committee of the Japan Electronics and Information Technology Industries Association (JEITA).

In FY2023, there were 104 cases of whistleblowing taking place within our Group, around half of which were

related to human resources and labor. Only a limited number of cases, however, were found to involve facts that were exactly as indicated by the whistleblower. All cases, including those where some of the indications made were found to be factual, have been corrected by means of implementing measures serving to prevent recurrence. Moreover, in our Group, we do consider the existence of a certain number of reports to constitute an indication that our Internal Reporting System is functioning.

Stakeholder engagement

Furukawa Electric Group conducts dialogues with multiple investors every year. Through these dialogues, we receive valuable feedback on issues and expectations related to human rights, such as human rights due diligence and supply chain management.

In addition, we are working to resolve various issues, such as labor practices, through the Central Management Briefing held twice a year and daily dialogue with our labor union. In FY2024, we held the Central Labor-Management Committee on Human Rights Due Diligence with the labor union for the first time, and we plan to

continue holding regular dialogues in the future.

We will reflect the lessons learned through these dialogues in our future measures and further enhance our engagement with stakeholders.



Central Labor-Management Committee on Human Rights Due Diligence

Indicators and Targets

Material issues Building a governance system to strengthen risk management/Human rights and labor practices

Indicator	Scope	Result			Target		
		FY2021	FY2022	FY2023	FY2023	FY2024	FY2025
★ : Sustainability indicator							
★ Implementation rate of human rights risk training for managerial positions	Group	—	100%	100%	100%*	100%*	100%*

The asterisk (*) means that the rate will be maintained at 100% in each year.

Developing business activities that consider climate change

Furukawa Electric Group Basic Environmental Policy (Formulated in 2008, revised in April, 2011)

Basic Philosophy	We, the employees of the Furukawa Electric Group, recognize that conservation of the global environment is a serious issue confronting the international community, and we pledge to contribute to a sustainable future for the world through technological innovation that utilizes our strength in advanced materials.	
Action Guidelines	1	We shall comply with environmental laws and regulations as well as the demands of our customers and others, setting ever higher environmental targets as we continuously improve our global environmental conservation efforts.
	2	We shall strive to develop products that are friendly to the Earth, and create new environmental businesses.
	3	We shall strive to reduce environmental risk by incorporating anti-climate change and resource conservation/recycling considerations, as well as a reduction in the use of environmental impact causing substances, across the entire product lifecycle.
	4	We shall evaluate the ecological impact of all of our businesses, and strive for the conservation of biodiversity and sustainable use of resources.
	5	We will seek harmony with the natural environment and local communities through dialogue with our stakeholders.

Furukawa Electric Group Environmental Vision 2050 (Formulated in February, 2021)

Through the provision of environmentally friendly products and services and recycling-based production activities, contribute to the realization of a sustainable society throughout the value chain

1 Contribute to a carbon-free society

Aim to reduce greenhouse gas emissions throughout the value chain (Greenhouse gas emissions from business activities (Scope 1&2): Challenge target of zero emissions in 2050)

2 Contribute to realizing a recycling-based society for water & resources

Minimize water usage, and promote the use of recycled materials, including waste plastic, throughout the value chain

3 Contribute to society in harmony with nature

Minimize the impact on ecosystems through value chain management that includes raw materials



Scope 1: Direct emissions from the company's plants and offices
Scope 2: Indirect emissions from the electrical power and heat paid by the company

Environmental Targets 2030 (Revised in November, 2022)

Contribute to a carbon-free society	
1	(1) Greenhouse gas emissions from business activities (Scope 1 & Scope 2): Reduce by at least 42% compared to FY2021 (2) Greenhouse gas emissions in the value chain (Scope 3): Reduce by at least 25% compared to FY2021
Contribute to realizing a recycling-based society for water and resources/Contribute to society in harmony with nature	
2	(1) Efficient use of water resource • Water withdrawal: Reduce by at least 10% compared to FY2020 (per unit of net sales) (2) Efficient use of metals and plastics • New material*1 consumption: Reduce by at least 10% compared to FY2020 (per unit of net sales) • Single-use plastic*2 consumption: Reduce by at least 25% compared to FY2020 (total volume).

*1. New material: virgin materials for electrolytic copper, new aluminum ingots, and plastics, etc.
*2. Single-use plastic: disposable plastics used in containers, plastic bags, etc.

Furukawa Electric Group's GHG reduction targets of 2030 obtained SBT (Science Based Targets) below 1.5°C certification in July 2023. This certifies that our Group's targets are based on scientific evidence in achieving the "efforts to limit the temperature increase to 1.5°C above re-industrial level" aimed in the Paris Agreement*.



* Paris Agreement: An international agreement adopted at the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC) in 2015 (COP21) to reduce greenhouse gas emissions and other emissions in and after 2020.

Information Disclosure Based on the TCFD Recommendations

In January 2020, recognizing that climate-related risks and opportunities are an important management issue, Furukawa Electric Group declared its endorsement of the Climate-related Financial Information Disclosure Task Force (TCFD). In addition, based on the "Guidance on Metrics, Targets, and Transition Plans" published



by TCFD in October 2021, we started formulating a climate-related transition plan which is a series of targets and actions to support the transition to a low-carbon economy in FY2023. We will promote disclosure in line with the TCFD recommendations to strengthen our relationships of trust with our stakeholders.

Please visit our website "Information Disclosure Based on the TCFD Recommendations" for details.
<https://furukawaelectric.disclosure.site/en/themes/199>

Governance

As issues on "Developing business activities that consider climate change," risk-related material issues, are closely related to management strategy risks of Furukawa Electric Group, they are handled in collaboration with Sustainability Committee, Risk Management Committee, and its special committee, Furukawa Electric Group Environmental Committee (hereinafter, "Environmental Committee") and Central Disaster Prevention and BCM Promotion Committee.

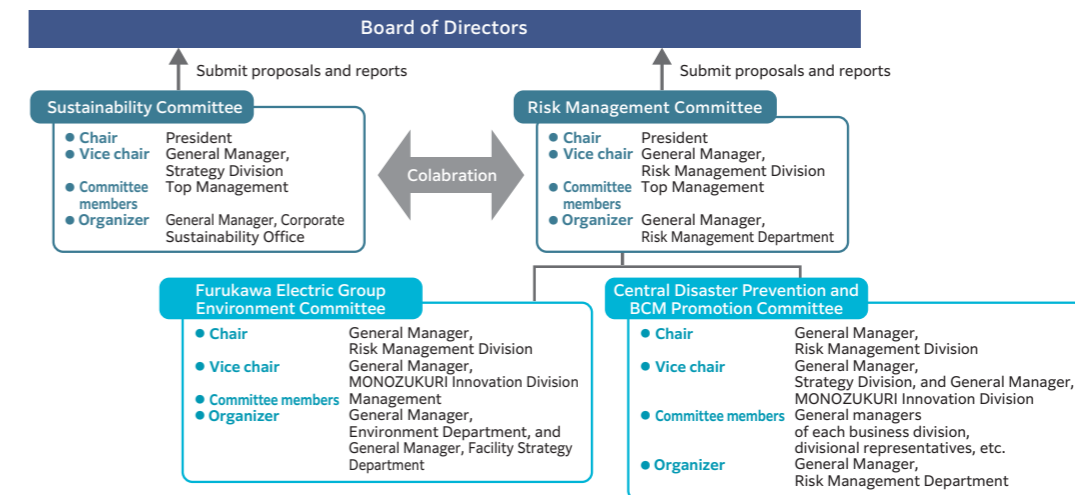
In considering climate-related risks such as those posed by climate change and natural disasters as the priority issue for environmental risk, we regularly discuss preliminary strategies for climate-related risks mainly at Environmental Committee and business continuity measures after the occurrence of risks are discussed mainly at Central Disaster Prevention and BCM Promotion Committee.

Environmental Committee, chaired by the General

Manager of Risk Management Division and composed of top management including general managers of each business division and corporate division, meets every three months to discuss issues related to climate change among others, and submits proposals and reports to Management Committee and the Board of Directors.

Central Disaster Prevention and BCM Promotion Committee, chaired by the General Manager of Risk Management Division and composed of general managers of each business division, divisional representatives, etc., meets every three months to establish Business Continuity Management (BCM), identify business continuity risks, including natural disasters, and promote and manage the identification process.

Furthermore, the status of business execution on climate change is reported to and shared with the Board of Directors on a quarterly basis.



Key Discussions on Sustainability within Furukawa Electric Group (FEG)

Board of Directors	Feb. 2021	Formulated the FEG Environmental Vision 2050
Management Committee	Jan. 2019	Set the Environmental Targets 2030; applied for an SBT (2°C Targets) initiative certification
	Jan. 2020	Expressed support for the recommendations of TCFD
	Dec. 2020 – Feb. 2021	Formulated the FEG Environmental Vision 2050
	Nov. 2021 – Feb. 2022	Revised the Environmental Targets 2030; applied for an SBT (WB 2°C Targets) initiative certification
	Nov. - Dec. 2022	Revised the Environmental Targets 2030; applied for an SBT (1.5°C Targets) initiative certification, and purchased a renewable energy certificate

Businesses for Analysis of Climate-related Risks and Opportunities

In order to show our “resilience of an organization’s strategy, taking into consideration of different climate-related scenarios, including a 2°C or lower scenario” provided by TCFD recommendation, Furukawa Electric Group has identified climate-related risks (transition risks and physical risks) and opportunities and conducted scenario analysis related to different climates, including a “2°C or lower scenario,” setting Medium-Term Management Plan as a baseline since FY2019. In FY2019, we participated in the Scenario Analysis Support Project for Climate-related risks and opportunities in line with the TCFD, conducted by the Ministry of the

Process of Identifying Climate-related Risks and Opportunities

Identification of climate-related risks and opportunities is conducted through a process of Step 1 through Step 3. First, in Step 1, we create a list of climate-related risks and opportunities, including not only in our Group but also in the upstream and downstream operations of supply chain by referring to “external information” and “internal information.” In Step 2, the identified

Selection of Scenario Group

Through FY2021, in examining the “different climate-related scenarios, including a 2°C or lower scenario” recommended by the TCFD, we examined a “2°C or lower scenario” and a “4°C scenario” step-by-step for each business field by referring to several existing scenarios published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC).

Environment. We conducted scenario analysis for the Infrastructure business (optical fiber and cable products of the Communications Solutions business and power cables of the Energy Infrastructure business). We then conducted a scenario analysis for the Automotive Products business in FY2020 and for the AT & Functional Plastics business and the Copper & High-performance Material Products business in FY2021, for the Fiber Cable business and the Electric Power business in FY2022, and the Copper Foil business, the Battery business, and FITEL Products in FY2023. We continue to expand the target business in each business field step-by-step.

items are evaluated with scores in terms of “impact on Furukawa Electric Group” and prioritized. In Step 3, high-priority items are identified as climate-related risks and opportunities. For the identified climate-related risks and opportunities, assessment of impact on business in FY2030 is conducted with impact parameters in a 1.5°C scenario and a 4°C scenario.

In FY2022, to accelerate our efforts toward achieving carbon neutrality by 2050, we revised the Environmental Targets 2030 and applied for an SBT (1.5°C Targets) initiative certification. Accordingly, the scenarios for the business fields, for which we had been conducting scenario analysis, were revised to the “1.5°C scenario” and the “4°C scenario.”

Furukawa Electric Group’s definition of the period to consider climate-related risks (transition and physical risks) and opportunities

Short-term	Up to FY2025	Period up to achieving the 2025 Mid-term Plan and sustainability targets
Medium-term	Up to FY2030	Period up to achieving the Vision 2030 and the Environmental Targets 2030
Long-term	Up to FY2050	Period up to achieving the Environmental Vision 2050

Overview of Scenario Analysis

Category		Identified climate related risks and opportunities	Period to manifest	Business impact		
				1.5°C	4°C	
Risks	Transition risks	Policies and regulations	• Carbon tax on GHG emissions	Medium to long term	Major	Minor
		Markets	• Increase in procurement costs of renewable energy • Increase in procurement costs of materials (copper, aluminum, plastics) due to carbon taxation	Medium to long term	Major	Minor
	Physical risks	Acute	• Damage to buildings due to large-scale disasters (large typhoons, heavy rains, heavy snow, lightning strikes) caused by abnormal weather • Supply chain disruption of customers or suppliers caused by weather disaster	Medium to long term	Minor	Minor
		Chronic	• Shut-down of coastal factories caused by flooding and drought • Increase in air conditioning costs due to a rise in average temperature	Medium to long term	Medium	Major
Opportunities	Markets	• Increase in revenue and profit from accelerating development of 5G/B5G along with the construction of smart cities and the surge of communications traffic • Increase in revenue and profit from demand growth for products related to telecommunications, semiconductor memory, 5G and smartphones • Increase in revenue and profit from demand growth for submarine cables and the enhanced core transmission network along with the increase in renewable energy generation • Increase in revenue and profit from demand growth for products along with automotive electrification and weight reduction	Short to medium term	Major	Medium	
	Products and services	• Increase in sales from demand growth for low-carbon and carbon-free products and recycled products in response to requests for carbon neutrality and circular economy • Technology development toward expanding introduction of next-generation energy	Medium to long term Long term	Major -	Medium -	

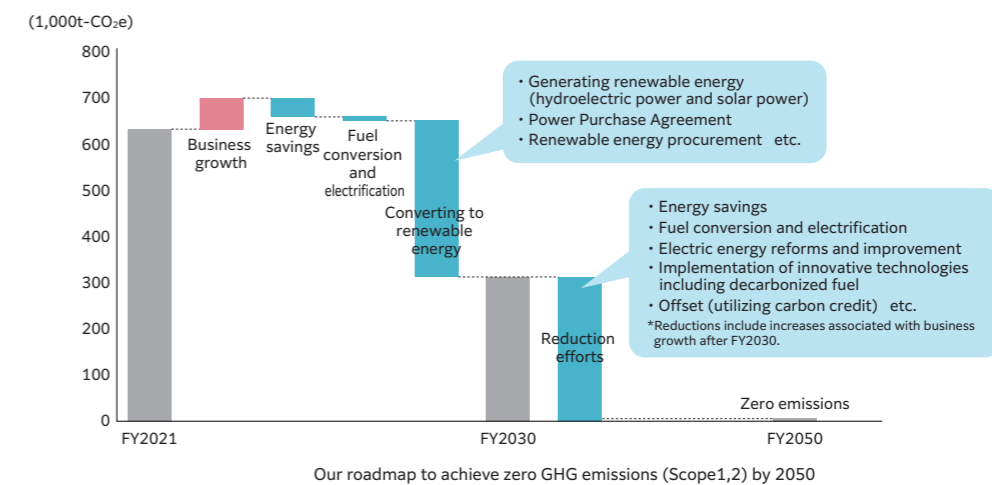
Furukawa Electric Group’s Efforts toward Achieving Carbon Neutrality and Formulation of a Climate-related Transition Plan

We identify climate-related opportunities and risks and work to achieve carbon neutrality by both capturing revenue opportunities and mitigating risks. Based on the “Guidance on Metrics, Targets, and Transition Plans” published by TCFD in October 2021, we started formulating a climate-related transition plan which is a series of targets and actions to support the transition to a low-carbon economy in FY2023.

As for the measures to deal with risks, we have established the Environmental Vision 2050 as our super-long-term goal, with the challenge target of reducing GHG emissions (Scopes 1&2) in our business activities to zero by 2050, as well as another target of reducing GHG emissions throughout the value chain. Backcasting from these targets, we have set targets for reducing GHG emissions in the Environmental Targets 2030 and the

sustainability targets in the 2025 Medium-term Plan to work toward achieving these reductions.

As part of our climate-related transition plan to achieve the Environmental Vision 2050 and the Environmental Target 2030, we have established a roadmap to achieve zero GHG emissions (Scope1,2) by 2050 and are promoting efforts to achieve these goals. In order to achieve our Scope 1&2 targets, it is essential not only to promote energy savings and fuel conversion at plants, but also to actively utilize renewable energy. Therefore, we have set the “Ratio of renewable energy use to total consumption” as a sustainability indicator to work toward improving the ratio of renewable energy use (usage of hydroelectric power, installation of solar power system, and introduction of electricity derived from renewable energy.)



As for the measures to deal with revenue opportunities, we will continue to stabilize revenue from existing businesses and develop a foundation for new business creation during the period of the 2025 Medium-term Plan. We will solve social issues in each business field and contribute to achieving carbon neutrality by 2030. For example, for accelerating development of 5G/B5G along with the surge of communications traffic, we will create new photonics products with strengths of development and proposal capabilities in the communications field and contribute to the simultaneous realization of a high-capacity information communications and a high-efficiency energy society. For technology development to

contribute to realizing carbon neutrality through supply and installation of submarine and underground cables indispensable toward expanding the use of renewable energy such as offshore wind power, and expanding the introduction of next-generation energy, we are working to achieve carbon neutrality, contribute to building a social infrastructure that enables “Succession of local resources and local culture for the future”^{*1} through the use of green LP gas, and promote nuclear fusion energy, which is expected to be a next energy source to take the place of fossil fuels, by developing high-temperature superconducting materials.

*1. Succession of local resources and local culture for the future: This expresses passing on regional resources and cultures to the next generation in addition to local production for local consumption.

Risk Management

Climate-related Risks and Opportunities

We have set “GHG emissions reduction rate (Scopes 1&2)”, “Ratio of renewable energy use to total consumption” and “Sales ratio of environment-friendly products” as sustainability indicators that measure the

progress of addressing material issues of “Developing business activities that consider climate change” and “Creating environment-friendly businesses.” Sustainability Committee follows up the progress of

these indicators semiannually.

We have also set the GHG emissions targets for each business division in accordance with the Targets 2030 since FY2020, and GHG emissions per unit of sales targets for each business division since FY2022. Management Committee follows up the progress of "GHG emissions" and "GHG emissions per unit of sales" quarterly. As for Internal carbon pricing (using a shadow price), setting GHG emissions of each business division calculated using carbon prices (applying 20,000 yen/

t-CO₂e in FY2023) since FY2019, we encourage each business division to be prepared to avoid climate change risks for decarbonization based on the quarterly evaluation and posting effects at the Environmental Committee. In addition, formulating of a renewable energy introduction plan is being promoted for any division that does not meet the target, having established a rule that each business division will bear the increase in procurement costs of renewable energy if the targets are not met since FY2023.

Integration into company-wide management strategy and company-wide risk management

In addition to financial factors, we utilize ESG factors, "GHG emissions" and "GHG emissions per unit of sales (carbon efficiency)," in the process of business portfolio

optimization and calculating the cost of capital in FVA for each business.

For more information, please refer to page 24 "Integration into company-wide management strategy and company-wide risk management" of this report.

In risk management of the entire Furukawa Electric Group, we identify "Climate Change (carbon neutral)" as a management perspective risk.

 For more information, please refer to page 67 "Risk Management" of this report and our website "Business risks." <https://www.furukawa.co.jp/en/ir/management/risk.html>

Metrics and Targets

In FY2023, we further promoted the introduction of renewable energy which we have been actively promoting since FY2022. The annual reduction of GHG emissions (Scope 2) from the use of electricity derived from substantial renewable energy introduced in our optical fiber and cable factory at the Mie Works was over 20,000 CO₂e. We also promoted to install solar power systems and switch to procuring renewable energy in other business sites of our company and production sites in Japan and overseas. As a result, we achieved

the FY2023 targets, "GHG emissions reduction rate (Scopes 1&2)" and "Ratio of renewable energy use to total consumption." We also achieved the FY2023 target for the "GHG emissions reduction rate (Scope 3)". The reason includes the following: the temporary decrease in production volume due to the impact of market conditions; the promotion of the use of recycled materials as raw materials for production; and the promotion of saving energy when using products.

Indicator	Scope	Base year	Result			Target (Reference value)				Challenge target
			FY2021	FY2022	FY2023	FY2023	FY2024	FY2025	FY2030	FY2050
★ : Sustainability indicator										
★ Sales ratio of environmentally friendly product	Group	—	61.9%	65.0%	65.9%	66%	68%	70%	—	—
★ Reduction rate for GHG emissions (Scope 1 and 2)*1	Group	2017	-29.0%	-36.8%	-45.4%	-21.2%	(-39%)*2	(-42%)*2	(-59%)*2	Zero emissions
		2021	—	—	—	—	-14.0%	-18.7%	-42%	
★ Ratio of renewable energy to total consumption	Group	—	10.9%	20.2%	31.6%	12%	25%	30%	—	—
Reduction rate for GHG emissions (Scope 3)	Group	2019	-1.0%	-6%	-11.3%	-6%	—	—	—	—
		2021	—	—	—	—	-8.3%	-11.1%	-25%	—

*1. The greenhouse gas emissions produced by our Group are mainly energy-derived carbon dioxide (CO₂) and sulfur hexafluoride (SF₆).
*2. Starting from FY2024, base year is updated to FY2021; the reduction target value when applied to the former base year of FY2017 is also shown for reference purposes.

 For further details of "Scope 1, 2, and 3 emissions by category", please refer to p88 "Climate change data" of this report and our corporate website "Information Disclosure Based on the TCFD Recommendations/ Metrics and Targets". <https://furukawaelectric.disclosure.site/en/themes/199>

Initiatives in line with the TNFD recommendations

Furukawa Electric Group has declared its endorsement of the Task Force on Nature-related Financial Disclosures (TNFD), and joined the TNFD Forum, which supports this activity in November 2023. We will continue to prepare for nature-related disclosures in line with the TNFD recommendations, and will work to strengthen our relationships of trust with all of our stakeholders.



 Please visit our website "Initiatives Based on the TNFD Recommendations" for details. <https://furukawaelectric.disclosure.site/en/themes/211>

Basic Approach

In our Environmental Vision 2050, we have set out to minimize the impact on the ecosystem through value chain management, including raw materials, as a contribution to society in harmony with nature. Recognizing the impacts of our business activities on biodiversity, we started initiatives not only on climate

change but also on biodiversity. The characteristics of biological resources and water vary depending on the region. Therefore, we conducted a trial in reference to the LEAP (Locate, Evaluate, Assess, Prepare) approach, etc., as shown in the TNFD Framework.

Evaluation in line with the TNFD

The "LEAP Approach" is an integrated approach to evaluate and manage nature-related issues developed by TNFD. There are four phases of evaluation as mentioned below. We used the recommended TNFD tools for the evaluation.

Locate your interface with nature

We confirmed the location information for major manufacturing bases in Japan and overseas, and conducted an evaluation based on the five criteria set by TNFD: importance of conservation, integrity of the ecosystem, rapid deterioration of ecosystem integrity, water stress, and magnitude of dependence. In addition, we conducted an evaluation of supply chains based on publicly available country, region and location information. As a result, we identified two priority regions (one district in Japan and a region upstream in the supply chain where raw materials are mined).

Evaluate your dependencies and impacts on nature

We used the recommended tool to conduct a trial assessment of the dependence and impact on nature. As a result, we found that the land use and water use in the upstream part of the supply chain had a very large impact. However, the assessment using the tool is only a tentative assessment based on information from relevant academic papers and research results in the field in which our Group's business belongs to, and it does not necessarily reflect the actual situation of our Group.

Evaluating biodiversity also requires a comprehensive approach that includes assessing risks specific to the region. We will continue to strengthen data collection and analysis, deepen our collaboration with diverse stakeholders, and continue to promote evaluation.

Assess your nature-related risks and opportunities

We conducted a simple evaluation of risks and opportunities related to nature. The risks include the strengthening of environmental regulations related to key raw materials and the resulting increase in costs, while the opportunities include the creation and expansion of environmentally friendly businesses and products. Going forward, we will add analysis of production areas unique to each region and promote initiatives to avoid and mitigate nature-related risks.

Prepare to respond to, and report on, material nature-related issues

Based on our Environmental Vision 2050 and Environmental Targets 2030, Furukawa Electric Group is working to contribute to a decarbonized society, a water and resources-recycling oriented society, and a society in harmony with nature. We also believe that it is important to work on CSR (corporate social responsibility) throughout the entire supply chain, including our suppliers, in order to achieve sustainable business development. We will work with our partners to promote CSR.

Future initiatives

At present, our assessment of nature-related risks is limited to a simple examination. Since the characteristics of each region differ, we will consider examining the actual conditions of each region and scenario analysis in the future. We will also proceed with the investigation

of the impact of our business activities on the natural environment. Alongside these detailed investigations, we will work to enhance the content of our disclosures of the 14 items based on the TNFD recommendations.

Strengthening Human Capital and Organizational Execution Abilities

Basic Policy in Human Capital and the Organization

We have positioned “Furukawa Electric Group People Vision” as our ideal state of people and organization toward achieving “Furukawa Electric Group Purpose”. The growth of each and every one of our diverse personnel is the driving force behind the success of our Group, and we aim for the growth of both individual and the organization through teamwork to produce results.



- Role of the Individual**
 - Each individual proactively and continuously develop and deliver the best of their skills and competencies through engagement and collaboration.
 - As a member of both Furukawa Electric Group and the global community, each individual must work with ethics and integrity in mind, and put their effort towards making the world a better place.
- Role of the Leader**
 - Leaders encourage the engagement of all people while supporting the growth of the individual.
 - Leaders facilitate the transformation of the individual's skills and competencies to deliver successful organizational accomplishments.
 - Leaders demonstrate behaviors that support a creative and positive organizational culture through teamwork and collaboration.
- Principles of Human Resources**
 - All human resource policies, procedures and systems will reflect fairness, support diversity and encourage all of our talent to proactively challenge and develop themselves.
 - By fostering an organizational culture which value people, Furukawa Electric Group will nurture each individual's confidence in the company.

Please see our website “Human Resources Management” for details.

<https://furukawaelectric.disclosure.site/en/themes/186>

Governance

As issues on “strengthening human capital and organizational execution ability,” risk-related material issues, are not only management risks for our Group, but also the most important key management issues directly related to management strategy, we have established a system for executing personnel strategies, headed by the General Manager of the Strategy Division (CSO). The issues are executed, discussed and resolved at the Management Committee.

For individual theme directly related to management issues, we establish committees chaired by the president or CSO to formulate strategies, determine activity plans, and promote implementation of measures—Professional Appointment Committee” to certify highly specialized personnel, “HK* and D&I Committees” to promote work-

style reform, diversity & inclusion and other measures, and “Furukawa Electric Group Occupational Health and Safety Committee” on occupational health and safety. The status of these operations is regularly reported to and shared with the Board of Directors.

In FY2023, the Management Committee reported and discussed 14 topics related to personnel policies including engagement, reskilling measures, introduction of internal recruitment from the viewpoint of self-directed career development, the ideal state of organizations, including a review of the standards for establishing organizations.

*HK : Hatarakikata Kaikaku, or work-style reform
For “Key Discussions on the Group’s Human Capital,” see page 19 of this report, “Key Discussions on Sustainability within Furukawa Electric Group.”

Strategy

Human resource management strategy

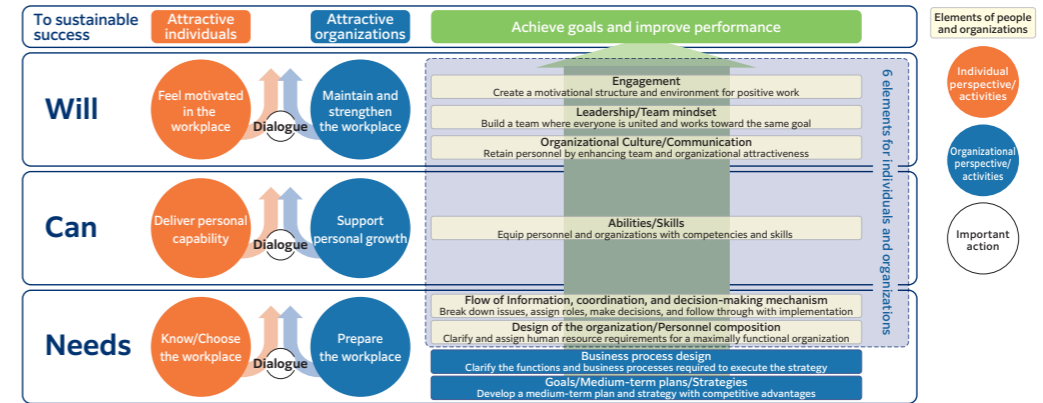
In the implementation of our management and business strategies, we will coordinate our growth vectors through dialogue so that both individuals and organizations can improve their performance, grow, solve social issues, and achieve the Vision 2030.

Framework of specific activities to develop people and organization

To develop individuals and organizations, being attractive individuals and organization are indispensable. An organization creates workplaces where individuals motivate their abilities and pass them on to others, and supports their development so that they can play active roles in the organization. We aim to make individuals feel attracted



to the place (organization and working environment) and continue to excel at work, leading to the sustainable growth and success of the organization. To achieve these goals, we will work on people and organization based on six perspectives, grasping the overall image of our activities and promoting conscious remedial measures in the course of our daily business activities.



For specific activities of six elements of people and organizations, please see pages 80-83 of this report.

Risk management

Since FY2022, the Group has conducted the Furukawa E-Survey, a survey on human capital and organizational execution abilities. We visualize human capital and organizational execution abilities, and the results are reported and discussed at the Management Committee's annual meetings. We then promote the reduction of risks and capturing of revenue opportunities through the PDS cycle*, in which we reflect improvement measures based

on the results in our business activities. In addition, “employee engagement score” in the Furukawa E-Survey is set as a sustainability indicator, and the Sustainability Committee follows up on progress and response measures. We appropriately execute such risk assessments on a regular basis and reflect the results in our initiatives for various measures while revising our risk perception each time. *PDS cycle : Plan Do See cycle

Indicators and targets

The overall employee engagement score for FY2023 was 76 for the entire Group and 63 on a non-consolidated basis. In addition to the impact of expanding the scope to include direct workers and overseas affiliates from FY2023, some divisions' scores rose and other divisions' scores fell depending on the business environment and the progress of improvement activities, so there was no significant change overall. In FY2024, we will prioritize improvement activities at the Company and group companies in Japan, and based on the analysis of the survey results, we will accelerate efforts at the Company, with the priority issue of ensuring that general managers and supervisors clearly communicate strategies and targets and that each and every employee is able to make his or her work a personal matter.

The scope of the employee engagement score has been expanded to grasp the status of the entire Group, so the target for FY2024 and beyond, which had been set only for the Company, has been expanded to include the Group. The FY2025 target for the Group is set at 80, with the aim of achieving a high level of engagement throughout the entire Group.

In 2023, the ratio of female workers in managerial positions was 5.4%, achieving the target of 5.0%. To maintain and strengthen the pipeline from recruitment to development and promotion, in FY2023 we engaged in dialogue with each division, compiled a list of candidate personnel, and began preparing individual development plans.

The ratio of mid-career hires in total new hires for FY2023 was 48.8%, exceeding the target of 30%.

Material issues “Strengthening human capital and organizational execution abilities”

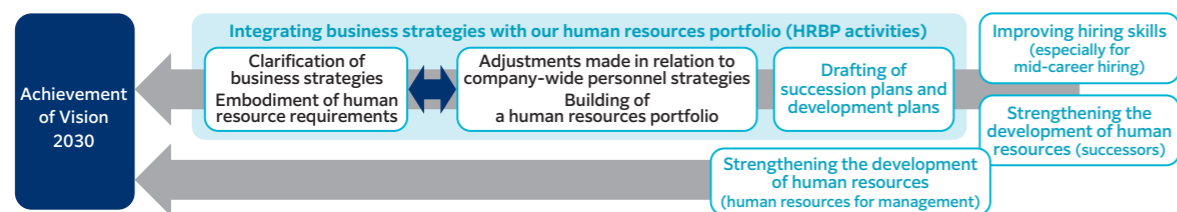
Indicator	Scope	Result			Target			
		FY2021	FY2022	FY2023	FY2023	FY2024	FY2025	FY2030
★ Sustainability indicator								
★ Employee engagement score*1	Furukawa Electric	—	65	63	65	—	—	—
	Group	—	—	76	—	77	80	85
★ Ratio of female managers	Furukawa Electric	3.8%	4.8%	5.4%	5%	6%	7%	15%
Share of women in manager candidates	Furukawa Electric	11%	12.0%	13.8%	—	—	15%	20%
Ratio of female workers in total new graduate hires (university graduates)	Furukawa Electric	20%	27%	26%	—	—	40%	40%
★ Ratio of mid-career hires in total new hires*2	Furukawa Electric	36%	45.7%	48.8%	30%*3	30%*3	30%*3	—

*1. The scope was expanded to cover all group companies in Japan and abroad in FY2023, and the target was changed from the Company's target to the Group's target in FY2024 or after.
*2. New hires represent new graduates and mid-career hires, covering management, career-track, and clerical positions.
*3. This means that about 30% will be maintained in each fiscal year.

Specific activities of six elements of people and organizations

Organizational structure, personnel composition, hiring, and assigning <ul style="list-style-type: none"> Formulating succession plans and development plans Improvement of hiring 	Flow of information, coordination, and decision-making mechanism <ul style="list-style-type: none"> Reviewing the operation of the target management system and following up "Human rights and labor practice" and responses to risks in the area of labor
Job skills and work performance <ul style="list-style-type: none"> Human development Support for career development 	Communication/organizational culture <ul style="list-style-type: none"> Promoting diversity & inclusion (D&I) Promoting health and safety and Health and Productivity Management Instilling our philosophy
Leadership and team mind <ul style="list-style-type: none"> Leadership transformation 	Engagement <ul style="list-style-type: none"> Measurement and utilization of employee engagement Overhaul of our compensation system and improvement of satisfaction with evaluations Strengthening feedback

Organizational structure, personnel composition, hiring, and staff assignments



Formulating succession plans and development plans

To develop management personnel and candidates for general manager positions in each organization, we formulate succession plans and development plans.

Regarding management personnel, we are building a pool of candidates by utilizing external assessments, providing external training programs, and promoting well-planned transfers, including tough assignments, based on development plans. In addition, the Nominating/Compensation Committee, in which outside directors hold a majority, monitors the appropriateness and operational status of the management personnel development system and works methodically over multiple years on the appointment of executive officers and succession plans for the CEO.

We also completed formulating succession plans and development plans for general manager level throughout

the organizations in FY2023. In FY2024, we will promote periodic discussions between each division and HR division on the formulation of succession plans and the development of manager levels, taking the human resource pipeline of general manager candidates into account.

	Development of candidates for the position of general manager in each organization	Development of personnel working in management (human resources working in management)
Deployment status	Current deployment taking place at Furukawa Electric (scheduled to be completed in FY2024)	Continuing of initiatives
Selection and picking out of talent	Drawing up of succession plans and candidate development plans within each department (completed in FY2023)	In addition to succession plans, external assessments are also utilized to form a talent pool
Development of talent	Systematic organizational transfers for employees and the issuance of missions are planned with regular reviews taking place	Tough assignments and dispatch to external training

Improvement of Hiring Capability

●Mid-career Hiring

We will continue to focus on mid-career recruitment activities from the perspective of securing a diverse range of human resources to implement management and business strategies. As a sustainability indicator in the 2025 Merium-term Plan, we have set a target of maintaining the ratio of mid-career hires to new hires (management, career-track, and clerical positions) at around 30%.

We are working to strengthen and improve our hiring ability to achieve our goals. Specifically, we are striving to strengthen our recruitment team, expand our recruitment channels (considering referral recruitment and alumni networking), review our recruitment process, improve and enhance our onboarding program, and build a flexible personnel treatment plan.

●New graduates hiring

In addition to changes in the hiring environment, students' attitudes toward employment are also changing. The talent competition is also becoming more intense. As part of our efforts to make our company more appealing to students, we have introduced a "course-based hiring" system which limits to some extent the jobs available



Please see our website "Organizational structure, personnel composition, hiring, and assigning" for details. <https://furukawaelectric.disclosure.site/en/themes/189>

at the time of initial assignment. Limiting the types of jobs to which we assign new hires serves to enhance the clarity of their career paths. We do this to make it easier for employees to have an image of their individual growth and promote the acquisition of talented individuals with diverse sets of ideas.

Flow of information, coordination, and decision-making mechanism

Reviewing the operation of the target management system and following up

We revised the personnel system in 2021 and reviewed the operation of the target management system. With the concepts of "promotion of a culture to take on challenge," "simplicity & openness," and "human resource development", aiming to align the achievement of individual goals with the achievement of higher-level policies and performance improvement, we reinforce the alignment between departmental and divisional policies and individual goal management.

Specifically, members attend meetings when setting organizational goals, "degree of importance" and

"qualification requirement levels" are set based on the expected roles for each qualification, and coordination meetings are held to calibrate criteria for goal ranking within departments. According to the survey conducted in FY2023 on the FY2022 initial target-setting meeting, more than 90% of employees responded positively, saying that they were able to "understand" or "almost understand" the goal levels required to achieve.



Please see our website "Flow of information, coordination, and decision-making mechanism" for details. <https://furukawaelectric.disclosure.site/en/themes/207>

"Human rights and labor practice" and responses to risks in the area of labor

Regarding risks associated with "human rights and labor practices," to fulfill the company's responsibility to respect human rights, we promote business activities that respect human rights based on FEG Human Rights Policy and conducts human rights due diligence. In addition, we analyze the results of whistleblowing and compliance awareness surveys to take remediation measures when necessary.

To reduce risks in the area of labor, we prepared checklists

to assess the labor compliance undertaken in accordance with the laws and regulations of the countries where our group operates, establishing a system to periodically check the labor risks across the Group. Also, individuals responsible for human resources at group companies in Japan meet twice a year to share information on policies and issues related to human resources and labor within our Group and strive to strengthen the Group's cooperation on various issues.

Job skills and work performance

Human development

We implement various measures in light of achievement management and business strategies as well as supporting diverse human resources that takes on challenges and is eager to grow.

●Reskilling

The managerial levels and each organization had discussions on visualizing the gap between the current status and the abilities and skills needed from the perspective of the growth of both the company and individual levels to achieve business strategies. As a result, we defined reskilling as "voluntary learning of knowledge and skills necessary for executing work, whether those are new or existing"

Specifically, to support the process of individual skill acquisition and development, we changed the learning environment in which "some individuals learn a uniform set of skills at a predetermined timing, frequency, and

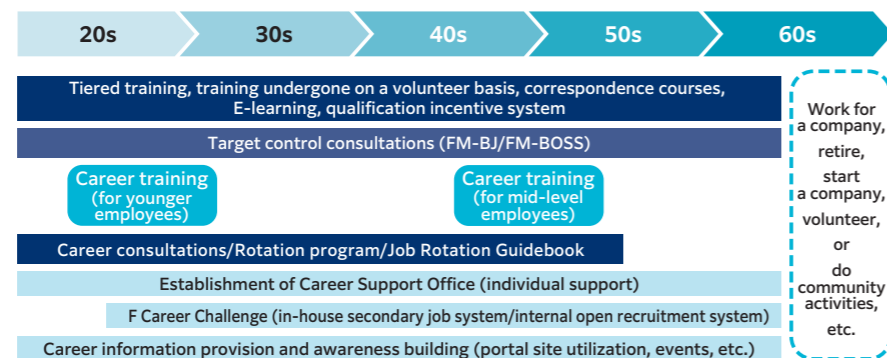
location" to "individuals can learn a wide variety of skills anytime, anywhere, and as often as they want. Based on the above, we decided to introduce a new e-learning system that will enable to offer such learning opportunities across the Company in FY2024. This system provides content that allows individuals to learn diverse skills at any time. We will also help individuals learn voluntarily by aligning various training curricula (by positions, by divisions, and by projects) and providing cross-sectional and cross-organizational learning opportunities.

Support for Career Development

●Career Support Office

The Career Support Office was established in FY2021. With this office, we are making efforts to support employees' self-directed career development in tandem with existing personnel systems, including career design

training provided for each age group and class, seminars to help employees develop their careers, and individual career-related consultation meetings.



●Mechanisms for Individuals to Choose Their Careers (F Career Challenge)

In-House Secondary Job System

Since FY2021, we have been operating an in-house secondary job system. This system allows employees to use up to 20% of their workload to volunteer for participation in projects that interest them and constitutes a mechanism serving to contribute to their own growth, fulfillment, and career development. Since the inception of the system, 112 employees have participated in 48 projects. This system serves as a positive stimulus and impact on both the departments taking on the volunteering employees and the departments sending volunteering employees, along with improving motivation of the volunteering employees themselves.

Internal Open Recruitment System

In FY2023, in order to accelerate the realization of more self-directed careers for our employees, we introduced an internal open recruitment system on a trial basis, which allows employees to volunteer for organizational transfers. There were 34 applicants and 10 matches for 57 internal job openings. Based on these results, we have decided to introduce this system officially in FY2024.

 Please see our website "Job skills and work performance" for details. <https://furukawaelectric.disclosure.site/en/themes/188>

Communication/organizational culture

Promoting Diversity & Inclusion

Positioning diversity & inclusion (D&I) as an important element in "strengthening human capital and organizational execution abilities," we have established

HK*/D&I Committee under the direct supervision of the President, and are developing proactive initiatives across the company.

Promoting Health and Safety and Health and Productivity Management

With regard to employees' health and safety, recognizing the risks of an employee suffering death, inability to work, permanent disability, long-term leave of absence or health impairment primarily due to an occupational accident, traffic accident or illness, we are developing various measures based on the idea of "prioritizing safety and health over everything" as the basic premise for business continuity.

We define "Health and Productivity Management" as the aim for each employee to achieve good physical, mental and social conditions (well-being). Based on the belief that improving the vitality and performance of employees will lead to the growth of organizations and companies, we are promoting various Health and Productivity Management measures as a unified organization.

Instilling Our Philosophy

We have defined the value that we wish to particularly emphasize and enhance even more in order to achieve sustained growth as our "Core Values." We hold workshops on a regular basis to instill the "Core Values" as well as review them at routine meetings, thereby continuing our efforts toward achieving this goal.

on challenges with pride, the Furukawa Electric Group reviewed its Philosophy system and established the "Furukawa Electric Group Purpose," which expresses the Group's reason for being, in March 2024. Going forward, we will work on activities to promote the Purpose so that it resonates throughout the entire Group.

In order for each and every employee to continually take

 Please see our website "Communication/organizational culture" for details. <https://furukawaelectric.disclosure.site/en/themes/208>


Leadership and Team Mind

Leadership Transformation

Aiming to become an organization that achieves results as a team, in 2020, we have established the Furukawa Electric way of Seven Principles for Leaders (Furukawa Seven), which consists of one basic mindset and six action principles for a leader to build a good working team.

To put these to work, officers and department and section managers declare that they are committed to follow these principles and act according to them

every day. Furthermore, our efforts on leadership transformation include 360-degree feedback surveys of the target personnel with an aim to lead to further behavioral changes. After four years of the initiative, we have seen positive changes in the awareness and actions of leaders and improved relationships among team members. Going forward, we will accelerate our efforts to further strengthen team capabilities by focusing more on the link between team activities and results.

 Please see our website "Leadership and Team Mind" for details. <https://furukawaelectric.disclosure.site/en/themes/187>

Engagement

Measurement and Utilization of Employee Engagement

In FY2022, we launched the Furukawa E-Survey as a survey for gauging employee engagement scores. We set targets based on the score of "sustainable engagement"

in the Furukawa E-Survey as a sustainability indicator in the 2025 Medium-term Plan, and will steadily implement a variety of measures.

Overhaul of Our Compensation System and Improvement of Satisfaction with Evaluations

In December 2021, we revised our personnel treatment system based on the concepts of "promotion of the taking on of challenges," "simplicity and openness," and "human resource development," and we are working to overhaul the compensation system and strengthen its operation to increase job satisfaction for individuals.

of gradual accumulation to a zone-based salary structure with salary increases and decreases based on evaluation of the abilities and attitudes currently being demonstrated.

(a) In order to provide a spark for the motivation of each employee when it comes to taking on challenges and healthy competition within the company, the salary system was revised from a seniority-based system

(b) We will redefine the communication processes related to our personnel evaluations, and have superiors increase the extent to which individuals are satisfied with their evaluations by conducting evaluations alongside the provision of responsible feedback on areas of improvement, thereby leading to individual growth.


Strengthening feedback

In reviewing the operation of the target management system in conjunction with the revision of the human resources system in 2021, we were conscious of strengthening feedback to each employee. We have changed our system to have a positive impact on both human resource development and business performance by encouraging employees to set challenging targets at the beginning of the fiscal year and increasing the frequency of support and feedback from superiors during the fiscal year.

superiors and subordinates based on the performance of daily duties, and provide feedback on positive points alongside points where things can be improved, thereby providing motivation for work in the next fiscal year. In addition, since FY2022, we have been notifying all employees of their performance evaluation scores.

We will continue to implement regular monitoring, operate and improve our target management system with a focus on strengthening feedback, so that each individual can proactively take on high targets and feel their own growth and contribution to the organization.

At fiscal-year-end, we hold interviews between

 For details, please see the Engagement on our website. <https://furukawaelectric.disclosure.site/en/themes/190>

TOPICS

Received the Basic Achievement Grand Prize at the 2024 J-Win Diversity Awards.
- Initiatives for diversity and inclusion led by top management are highly rated -



https://www.furukawa.co.jp/release/2024/kei_20240308.html
(Available in Japanese only)