FURUNO

Consolidated Financial Statements 2021

As of and for the Year Ended February 28, 2021,
and Independent Auditor's Report

FURUNO ELECTRIC CO., LTD.

Deloitte.

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Furuno Electric Co., Ltd.:

Opinion

We have audited the consolidated financial statements of Furuno Electric Co., Ltd. and its consolidated subsidiaries (the "Group"), which comprise the consolidated balance sheet as of February 28, 2021, and the consolidated statement of income, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, all expressed in Japanese yen.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of February 28, 2021, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with accounting principles generally accepted in Japan.

Convenience Translation

Our audit also comprehended the translation of Japanese yen amounts into U.S. dollar amounts and, in our opinion, such translation has been made in accordance with the basis stated in Note 1 to the consolidated financial statements. Such U.S. dollar amounts are presented solely for the convenience of readers outside Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan, and we have fulfilled our other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Audit & Supervisory Board Members and the Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operating effectiveness of the controls over the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks. The procedures selected depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate whether the overall presentation and disclosures of the consolidated financial statements are in accordance with accounting principles generally accepted in Japan, as well as the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with Audit & Supervisory Board members and the Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Deloitte Touche Tohmatsu LLC

May 27, 2021

Member of
Deloitte Touche Tohmatsu Limited

Consolidated Balance Sheet

FURUNO ELECTRIC CO., LTD. and Consolidated Subsidiaries
February 28, 2021

ASSETS	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2021	2020	**2021**
CURRENT ASSETS:			
Cash and cash equivalents (Note 13)	**¥14,804**	¥11,675	**$139,331**
Short-term investments (Notes 3 and 13)	**496**	467	**4,668**
Notes receivable—trade (Note 13)	**1,471**	1,251	**13,844**
Accounts receivable—trade (Note 13)	**15,803**	14,741	**148,734**
Electronically recorded receivables—operating (Note 13)	**2,414**	1,598	**22,720**
Allowance for doubtful receivables (Note 13)	**(368)**	(395)	**(3,463)**
Inventories (Note 5)	**24,028**	25,067	**226,145**
Other current assets	**2,119**	2,070	**19,943**
Total current assets	**60,770**	56,477	**571,952**
PROPERTY, PLANT AND EQUIPMENT—NET (Notes 6 and 7)**:**			
Land	**3,581**	3,582	**33,703**
Buildings and structures	**13,914**	13,490	**130,955**
Machinery and equipment	**4,524**	4,342	**42,578**
Furniture and fixtures	**11,038**	11,058	**103,887**
Right-of-use assets	**1,174**	1,120	**11,049**
Construction in progress	**1,185**	219	**11,152**
Total	**35,417**	33,814	**333,336**
Accumulated depreciation	**(24,233)**	(23,661)	**(228,075)**
Property, plant and equipment—net	**11,184**	10,152	**105,261**
INVESTMENTS AND OTHER ASSETS:			
Investment securities (Notes 4 and 13)	**1,800**	1,587	**16,941**
Investments in unconsolidated subsidiaries and associated companies	**966**	1,003	**9,091**
Goodwill	**874**	481	**8,225**
Asset for retirement benefits (Note 8)	**1,143**	922	**10,757**
Insurance funds	**490**	529	**4,611**
Software (Note 6)	**3,716**	3,664	**34,974**
Deferred tax assets (Note 10)	**327**	245	**3,077**
Other assets (Note 6)	**974**	1,068	**9,167**
Total investments and other assets	**10,293**	9,502	**96,875**
TOTAL	**¥82,248**	¥76,133	**$774,098**

See notes to consolidated financial statements.

LIABILITIES AND EQUITY	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2021	2020	2021
CURRENT LIABILITIES:			
Short-term bank loans (Notes 7 and 13)	¥ 2	¥ 206	$ 18
Current portion of long-term debt (Notes 7 and 13)	753	3,000	7,087
Notes payable—trade (Note 13)	209	201	1,967
Accounts payable—trade (Note 13)	3,663	2,332	34,475
Electronically recorded obligations—operating (Note 13)	7,076	6,493	66,597
Income taxes payable	784	428	7,378
Accrued employees' bonuses	2,040	1,657	19,200
Accrued product warranty costs	1,110	1,108	10,447
Other current liabilities (Note 7)	7,288	7,001	68,592
Total current liabilities	22,930	22,429	215,811
LONG-TERM LIABILITIES:			
Long-term debt (Notes 7 and 13)	9,200	6,700	86,588
Liability for retirement benefits—employees (Note 8)	2,908	2,872	27,369
Long-term accounts payable	154	154	1,449
Deferred tax liabilities (Note 10)	220	484	2,070
Other long-term liabilities (Note 7)	1,142	1,246	10,748
Total long-term liabilities	13,626	11,459	128,244
COMMITMENTS AND CONTINGENT LIABILITIES (Notes 14 and 15)			
EQUITY (Note 9):			
Common stock—authorized,			
120,000 thousand shares; issued,			
31,894 thousand shares for both 2021 and 2020	7,534	7,534	70,908
Capital surplus	10,080	10,074	94,870
Retained earnings	30,914	27,598	290,955
Treasury stock—at cost,	(196)	(203)	(1,844)
370 thousand shares and 383 thousand shares in 2021 and 2020			
Accumulated other comprehensive income:			
Unrealized gain on available-for-sale securities	474	310	4,461
Foreign currency translation adjustments	(2,930)	(2,687)	(27,576)
Defined retirement benefit plans	(517)	(702)	(4,865)
Total	45,359	41,925	426,908
Noncontrolling interests	332	319	3,124
Total equity	45,692	42,244	430,042
TOTAL	¥82,248	¥76,133	$774,098

Consolidated Statement of Income

FURUNO ELECTRIC CO., LTD. and Consolidated Subsidiaries
Year Ended February 28, 2021

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2021	2020	**2021**
NET SALES	**¥82,255**	¥83,066	**$774,164**
COST OF SALES	**51,415**	54,541	**483,905**
Gross profit	**30,839**	28,524	**290,249**
SELLING, GENERAL AND ADMINISTRATIVE EXPENSES (Notes 11 and 12)	**27,099**	26,113	**255,049**
Operating income	**3,740**	2,411	**35,200**
OTHER INCOME (EXPENSES):			
Interest and dividend income	**168**	194	**1,581**
Interest expense	**(91)**	(100)	**(856)**
Equity in earnings of an associate accounted for by the equity method	**52**	50	**489**
Foreign exchange loss	**(127)**	(128)	**(1,195)**
Subsidy income	**818**	32	**7,698**
Gain on sales of property, plant and equipment	**12**	65	**112**
Gain on sales of investment securities	**0**	6	**0**
Loss on sales of property, plant and equipment	**(0)**	(5)	**(0)**
Loss on disposal of property, plant and equipment	**(18)**	(29)	**(169)**
Loss on impairment of long-lived assets (Note 6)	**(49)**	(65)	**(461)**
Surrender value of insurance	**36**	59	**338**
Compensation expense		(40)	
Consignment research income	**54**	68	**508**
Other – net	**145**	181	**1,364**
Other income – net	**1,001**	288	**9,421**
INCOME BEFORE INCOME TAXES	**4,742**	2,699	**44,630**
INCOME TAXES (Note 10):			
Current	**1,060**	620	**9,976**
Deferred	**(282)**	22	**(2,654)**
Total income taxes	**777**	642	**7,312**
NET INCOME	**3,964**	2,057	**37,308**
NET INCOME ATTRIBUTABLE TO NONCONTROLLING INTERESTS	**18**	15	**169**
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT	**¥3,946**	¥2,041	**$37,138**

PER SHARE OF COMMON STOCK (Note 17):	Yen		U.S. Dollars
	2021	2020	**2021**
Basic net income	**¥125.20**	¥ 64.78	**$ 1.17**
Cash dividends applicable to the year	**40.00**	20.00	**0.37**

See notes to consolidated financial statements.

Consolidated Statement of Comprehensive Income

FURUNO ELECTRIC CO., LTD. and Consolidated Subsidiaries
Year Ended February 28, 2021

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2021	2020	**2021**
NET INCOME	**¥3,964**	¥2,057	**$37,308**
OTHER COMPREHENSIVE INCOME (LOSS) (Note 16):			
Unrealized gain (loss) on available-for-sale securities	**163**	(190)	**1,534**
Deferred gain on derivatives under hedge accounting		5	
Foreign currency translation adjustments	**(204)**	(554)	**(1,920)**
Defined retirement benefit plans	**185**	250	**1,741**
Share of other comprehensive loss of an associate accounted for by the equity method	**(37)**	(31)	**(348)**
Total other comprehensive income (loss)	**105**	(519)	**988**
COMPREHENSIVE INCOME	**¥4,070**	¥1,537	**$38,305**
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:			
Owners of the parent	**¥4,052**	¥1,521	**$38,136**
Noncontrolling interests	**18**	15	**169**

See notes to consolidated financial statements.

Consolidated Statement of Changes in Equity

FURUNO ELECTRIC CO., LTD. and Consolidated Subsidiaries
Year Ended February 28, 2021

	Thousands	Millions of Yen										
						Accumulated Other Comprehensive Income						
	Number of Shares of Common Stock Outstanding	Common Stock	Capital Surplus	Retained Earnings	Treasury Stock	Unrealized Gain (Loss) on Available-for-Sale Securities	Deferred Gain (Loss) on Derivatives under Hedge Accounting	Foreign Currency Translation Adjustments	Defined Retirement Benefit Plans	Total	Noncontrolling Interests	Total Equity
BALANCE, MARCH 1, 2019	31,511	¥7,534	¥10,074	¥26,345	¥(202)	¥501	¥(5)	¥(2,102)	¥(953)	¥41,191	¥347	¥41,539
Net income attributable to owners of the parent				2,041						2,041		2,041
Cash dividends, ¥25.0 per share				(787)						(787)		(787)
Purchase of treasury stock	(0)				(0)					(0)		(0)
Net change in the year						(190)	5	(585)	250	(519)	(28)	(548)
BALANCE, FEBRUARY 29, 2020	31,511	7,534	10,074	27,598	(203)	310		(2,687)	(702)	41,925	319	42,244
Net income attributable to owners of the parent				3,946						3,946		3,946
Cash dividends, ¥20.0 per share				(630)						(630)		(630)
Purchase of treasury stock	(0)				(0)					(0)		(0)
Restricted-share-based compensation	13		5		6					12		12
Net change in the year						163		(242)	185	105	13	119
BALANCE, FEBRUARY 28, 2021	**31,523**	**¥7,534**	**¥10,080**	**¥30,914**	**¥(196)**	**¥474**	**¥**	**¥(2,930)**	**¥(517)**	**¥45,359**	**¥332**	**¥45,692**

	Thousands of U.S. Dollars (Note 1)										
					Accumulated Other Comprehensive Income						
	Common Stock	Capital Surplus	Retained Earnings	Treasury Stock	Unrealized Gain (Loss) on Available-for-Sale Securities	Deferred Gain (Loss) on Derivatives under Hedge Accounting	Foreign Currency Translation Adjustments	Defined Retirement Benefit Plans	Total	Noncontrolling Interests	Total Equity
BALANCE, FEBRUARY 29, 2020	$70,908	$94,814	$259,745	$(1,910)	$2,917	$	$(25,289)	$(6,607)	$394,588	$3,002	$397,590
Net income attributable to owners of the parent			37,138						37,138		37,138
Cash dividends, $0.18 per share			(5,929)						(5,929)		(5,929)
Purchase of treasury stock				(0)					(0)		(0)
Restricted-share-based compensation		47		56					112		112
Net change in the year					1,534		(2,277)	1,741	988	122	1,120
BALANCE, FEBRUARY 28, 2021	**$70,908**	**$94,870**	**$290,955**	**$(1,844)**	**$4,461**	**$**	**$(27,576)**	**$(4,865)**	**$426,908**	**$3,124**	**$430,042**

See notes to consolidated financial statements.

Consolidated Statement of Cash Flows

FURUNO ELECTRIC CO., LTD. and Consolidated Subsidiaries
Year Ended February 28, 2021

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2021	2020	2021
OPERATING ACTIVITIES:			
Income before income taxes	¥ 4,742	¥ 2,699	$ 44,630
Adjustments for:			
Income taxes – paid	(684)	(552)	(6,437)
Depreciation and amortization	3,160	3,246	29,741
Gain on sales of investment securities	(0)	(6)	(0)
Loss on impairment of long-lived assets	49	65	461
Changes in assets and liabilities:			
(Increase) decrease in trade receivables	(2,145)	180	(20,188)
Decrease in inventories	953	2,841	8,969
Increase in asset for retirement benefits	(45)	(62)	(423)
Increase (decrease) in trade payables	1,982	(2,398)	18,654
(Decrease) increase in accrued product warranty costs	(2)	111	(18)
(Decrease) increase in liability for retirement benefits	(73)	10	(687)
Decrease in consumption taxes receivable	82	1,115	771
Other – net	493	790	4,640
Total adjustments	3,770	5,341	35,482
Net cash provided by operating activities	8,512	8,041	80,112
INVESTING ACTIVITIES:			
Proceeds from sales of property, plant and equipment	36	115	338
Purchases of property, plant and equipment	(2,542)	(1,887)	(23,924)
Purchases of intangible assets	(1,653)	(1,396)	(15,557)
Purchase of shares of subsidiaries and associates		(78)	
Payments for acquisition of businesses	(496)		(4,668)
Decrease in other assets	102	71	960
Net cash used in investing activities	(4,553)	(3,175)	(42,851)
FINANCING ACTIVITIES:			
Decrease in short-term bank loans – net	(204)	(1,795)	(1,920)
Proceeds from long-term debt	3,244	3,200	30,531
Repayments of long-term debt	(3,000)	(4,480)	(28,235)
Dividends paid	(630)	(787)	(5,929)
Repayments of finance lease obligations	(243)	(299)	(2,287)
Other	(16)	(32)	(150)
Net cash used in financing activities	(850)	(4,194)	(8,000)
FOREIGN CURRENCY TRANSLATION ADJUSTMENTS ON CASH AND CASH EQUIVALENTS	19	(226)	178
NET INCREASE IN CASH AND CASH EQUIVALENTS	3,128	443	29,440
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	11,675	11,232	109,882
CASH AND CASH EQUIVALENTS, END OF YEAR	¥14,804	¥11,675	$139,331

See notes to consolidated financial statements.

1. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements have been prepared in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Act and its related accounting regulations and in accordance with accounting principles generally accepted in Japan (“Japanese GAAP”), which are different in certain respects as to the application and disclosure requirements of International Financial Reporting Standards (“IFRS”).

In preparing these consolidated financial statements, certain reclassifications and rearrangements have been made to the consolidated financial statements issued domestically in order to present them in a form which is more familiar to readers outside Japan. In addition, certain reclassifications have been made in the 2020 consolidated financial statements to conform to the classifications used in 2021.

The consolidated financial statements are stated in Japanese yen, the currency of the country in which Furuno Electric Co., Ltd. (the “Company”) is incorporated and operates. The translations of Japanese yen amounts into U.S. dollar amounts are included solely for the convenience of readers outside Japan and have been made at the rate of ¥106.25 to $1, the approximate rate of exchange at February 28, 2021. Such translations should not be construed as representations that the Japanese yen amounts could be converted into U.S. dollars at that or any other rate.

As permitted under the Financial Instruments and Exchange Act of Japan, figures less than one million yen have been omitted. As a result, the totals shown in the accompanying consolidated financial statements do not necessarily agree with the sum of the individual amounts.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a. Consolidation—The consolidated financial statements as of February 28, 2021 include the accounts of the Company and its 33 significant (32 in 2020) subsidiaries (together, the “Group”).

Under the control and influence concepts, those companies in which the Company, directly or indirectly, is able to exercise control over operations are fully consolidated, and those companies over which the Group has the ability to exercise significant influence are accounted for by the equity method.

Investments in an associated company are accounted for by the equity method.

Investments in 5 (5 in 2020) unconsolidated subsidiaries and 2 (2 in 2020) associated companies are stated at cost. If the equity method of accounting had been applied to the investments in these companies, the effect on the accompanying consolidated financial statements would not be material.

Goodwill represents the excess of the cost of an acquisition over the fair value of the net assets of the acquired subsidiary company at the date of acquisition. Goodwill is reported in the balance sheet and is amortized using the straight-line method over reasonably estimated periods (mainly 18 years) in which economic benefits are expected to be realized.

All significant intercompany balances and transactions have been eliminated in consolidation. All material unrealized profit included in assets resulting from transactions within the Group is also eliminated.

The fiscal year-end dates of 27 consolidated subsidiaries are different from the consolidated balance sheet date of February 28th or 29th. The fiscal year-end dates of FURUNO U.S.A., Inc. and FURUNO PANAMA, S.A. are November 30th and 25 other subsidiaries’ fiscal year-end dates are December 31st.

b. Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements—Under Accounting Standards Board of Japan (“ASBJ”) Practical Issues Task Force (“PITF”) No. 18, “Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements,” the accounting policies and procedures applied to a parent company and its subsidiaries for similar transactions and events under similar circumstances should in principle be unified for the preparation of the consolidated financial statements. However, financial statements prepared by foreign subsidiaries in accordance with either International Financial Reporting Standards or generally accepted accounting principles in the United States of America (Financial Accounting Standards Board Accounting Standards Codification) tentatively may be used for the consolidation process, except for the following items that should be adjusted in the consolidation process so that net income is accounted for in accordance with Japanese GAAP, unless they are not material; (a) amortization of goodwill; (b) scheduled amortization of actuarial gain or loss of pensions that has been recorded in equity through other comprehensive income; (c) expensing capitalized development costs of R&D; (d) cancellation of the fair value model of accounting for property, plant and equipment and investment properties and incorporation of the cost model of accounting; and (e) recording a gain or loss through profit or loss on the sale of an investment in an equity instrument for the difference between the acquisition cost and selling price, and recording impairment loss through profit or loss for other-than-temporary declines in the fair value of an investment in an equity instrument, where a foreign subsidiary elects to present in other comprehensive income subsequent changes in the fair value of an investment in an equity instrument.

c. **Unification of Accounting Policies Applied to Foreign Associated Companies for the Equity Method**—ASBJ Statement No. 16, "Accounting Standard for Equity Method of Accounting for Investments," requires adjustments to be made to conform the associate's accounting policies for similar transactions and events under similar circumstances to those of the parent company when the associate's financial statements are used in applying the equity method, unless it is impracticable to determine such adjustments. In addition, financial statements prepared by foreign associated companies in accordance with either International Financial Reporting Standards or generally accepted accounting principles in the United States of America tentatively may be used in applying the equity method if the following items are adjusted so that net income is accounted for in accordance with Japanese GAAP, unless they are not material: (a) amortization of goodwill; (b) scheduled amortization of actuarial gain or loss of pensions that has been recorded in equity through other comprehensive income; (c) expensing capitalized development costs of R&D; (d) cancellation of the fair value model of accounting for property, plant and equipment and investment properties and incorporation of the cost model of accounting; and (e) recording a gain or loss through profit or loss on the sale of an investment in an equity instrument for the difference between the acquisition cost and selling price, and recording impairment loss through profit or loss for other-than-temporary declines in the fair value of an investment in an equity instrument, where a foreign associate elects to present in other comprehensive income subsequent changes in the fair value of an investment in an equity instrument.

d. **Business Combinations**—Business combinations are accounted for using the purchase method. Acquisition-related costs, such as advisory fees or professional fees, are accounted for as expenses in the periods in which the costs are incurred. If the initial accounting for a business combination is incomplete by the end of the reporting period in which the business combination occurs, an acquirer shall report in its financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, which shall not exceed one year from the acquisition, the acquirer shall retrospectively adjust the provisional amounts recognized at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and that would have affected the measurement of the amounts recognized as of that date. Such adjustments shall be recognized as if the accounting for the business combination had been completed at the acquisition date. The acquirer recognizes any bargain purchase gain in profit or loss immediately on the acquisition date after reassessing and confirming that all of the assets acquired and all of the liabilities assumed have been identified after a review of the procedures used in the purchase price allocation. A parent's ownership interest in a subsidiary might change if the parent purchases or sells ownership interests in its subsidiary. The carrying amount of noncontrolling interest is adjusted to reflect the change in the parent's ownership interest in its subsidiary while the parent retains its controlling interest in its subsidiary. Any difference between the fair value of the consideration received or paid and the amount by which the noncontrolling interest is adjusted is accounted for as capital surplus as long as the parent retains control over its subsidiary.

e. **Cash Equivalents**—Cash equivalents are short-term investments that are readily convertible into cash and exposed to insignificant risk of changes in value. Cash equivalents include time deposits, certificates of deposit, commercial paper and bond funds, all of which mature or become due within three months of the date of acquisition.

f. **Allowance for Doubtful Accounts**—The allowance for doubtful accounts is stated in amounts considered to be appropriate based on the Group's past credit loss experience and an evaluation of potential losses in the receivables outstanding.

g. **Inventories**—Inventories are stated at the lower of cost, principally determined by the average method, or net selling value.

h. **Investment Securities**—The Company and its domestic consolidated subsidiaries categorize their existing securities as available-for-sale securities. Those securities with market prices are carried at fair values prevailing at the balance sheet date, with net unrealized gains and losses, net of related taxes, reported in a separate component of equity. The cost of securities sold is mainly calculated using the moving-average method.

Nonmarketable available-for-sale securities are stated at cost determined by the moving-average method. For other-than-temporary declines in fair value, investment securities are reduced to net realizable value by a charge to income.

i. **Property, Plant and Equipment**—Property, plant and equipment are carried at cost. Depreciation of property, plant and equipment is computed principally by the declining-balance method, while the straight-line method is applied to building improvements and structures acquired on or after April 1, 2016.

j. **Long-Lived Assets**—The Group reviews its long-lived assets for impairment whenever events or changes in circumstance indicate the carrying amount of an asset or asset group may not be recoverable. An impairment loss is recognized if the carrying amount of an asset or asset group exceeds the sum of the undiscounted future cash flows expected to result from the continued use and eventual disposition of the asset or asset group. The impairment loss would be measured as the amount by which the carrying amount of the asset exceeds its recoverable amount, which is the higher of the discounted cash flows from the continued use and eventual disposition of the asset or the net selling price at disposition.

k. **Product Warranty Costs**—The Group establishes a liability for estimated product warranty costs at the time of sale. Estimates for accrued product warranty costs are primarily based on historical experience.

l. **Retirement and Pension Plans**—The Company and certain consolidated subsidiaries have lump-sum severance indemnity plans, defined contribution pension plans and contributory funded defined benefit pension plans, which are pursuant to the Japanese Welfare Pension Insurance Law.

The Company accounts for liabilities for retirement benefits based on the projected benefit obligations and plan assets at the balance sheet date. The projected benefit obligations are attributed to periods on a benefit formula basis. Actuarial gains and losses are amortized on a straight-line basis over 10 years within the average remaining service period of employees commencing from the following year after incurrence. Past service costs are amortized on a straight-line basis over 10 years within the average remaining service period of employees.

Certain consolidated subsidiaries adopt a simplified method under which the retirement benefit amount required to be paid if all the employees retired on the balance sheet date is considered as the projected benefit obligations in computing liabilities for retirement benefits and net periodic benefit costs.

m. **Asset Retirement Obligations**—An asset retirement obligation is defined as a legal obligation imposed either by law or contract that results from the acquisition, construction, development, and normal operation of a tangible fixed asset and is associated with the retirement of such tangible fixed asset. The asset retirement obligation is recognized as the sum of the discounted cash flows required for the future asset retirement and is recorded in the period in which the obligation is incurred if a reasonable estimate can be made. If a reasonable estimate of the asset retirement obligation cannot be made in the period the asset retirement obligation is incurred, the liability should be recognized when a reasonable estimate of the asset retirement obligation can be made. Upon initial recognition of a liability for an asset retirement obligation, an asset retirement cost is capitalized by increasing the carrying amount of the related fixed asset by the amount of the liability. The asset retirement cost is subsequently allocated to expense through depreciation over the remaining useful life of the asset. Over time, the liability is accreted to its present value each period. Any subsequent revisions to the timing or the amount of the original estimate of undiscounted cash flows are reflected as an adjustment to the carrying amount of the liability and the capitalized amount of the related asset retirement cost.

n. **Research and Development Costs**—Research and development costs are charged to income as incurred.

o. **Income Taxes**—The provision for income taxes is computed based on the pretax income included in the consolidated statements of income. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities. Deferred taxes are measured by applying currently enacted income tax rates to the temporary differences.

The Group files a tax return under the consolidated corporate-tax system, which allows companies to base tax payments on the combined profits or losses of the parent company and its wholly owned domestic subsidiaries.

p. **Foreign Currency Transactions**—All short-term and long-term monetary receivables and payables denominated in foreign currencies are translated into Japanese yen at the exchange rates at the balance sheet date. The foreign exchange gains and losses from translation are recognized in the consolidated statements of income to the extent that they are not hedged by forward exchange contracts.

q. **Foreign Currency Financial Statements**—The balance sheet accounts of the consolidated foreign subsidiaries are translated into Japanese yen at the current exchange rate as of the balance sheet date except for equity, which is translated at the historical rate. Differences arising from such translation were shown as "Foreign currency translation adjustments" and also allocated to "Noncontrolling interests" in a separate component of equity. Revenue and expense accounts of consolidated foreign subsidiaries are translated into yen at the average exchange rate.

r. **Derivatives and Hedging Activities**—The Group uses derivative financial instruments to manage exposures to fluctuations in interest rates. Interest rate swaps are utilized to reduce the interest rate risks of long-term debt. The Group does not enter into derivatives for trading or speculative purposes.

Derivative financial instruments are classified and accounted for as follows: a) all derivatives are recognized as either assets or liabilities and measured at fair value, and gains or losses on derivative transactions are recognized in the consolidated statements of income; and b) for derivatives used for hedging purposes, if such derivatives qualify for hedge accounting because of high correlation and effectiveness between the hedging instruments and the hedged items, gains or losses on derivatives are deferred until maturity of the hedged transactions in principle.

The interest rate swaps which qualify for hedge accounting and meet specific matching criteria are not remeasured at market value but the differential paid or received under the swap agreements are recognized and included in interest expense or income.

s. **Per Share Information**—Basic net income per share is computed by dividing net income attributable to common shareholders by the weighted-average number of common shares outstanding for the period.

Cash dividends per share presented in the accompanying consolidated statements of income are dividends applicable to the respective fiscal years, including dividends to be paid after the end of the year.

t. **New Accounting Pronouncements:**

Accounting Standard for Revenue Recognition—On March 31, 2020, the ASBJ issued ASBJ Statement No. 29, "Accounting Standard for Revenue Recognition," and on March 26, 2021, the ASBJ updated ASBJ Guidance No. 30, "Implementation Guidance on Accounting Standard for Revenue Recognition." The core principle of the standard and guidance is that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. An entity should recognize revenue in accordance with that core principle by applying the following steps:

Step 1: Identify the contract(s) with a customer
Step 2: Identify the performance obligations in the contract
Step 3: Determine the transaction price
Step 4: Allocate the transaction price to the performance obligations in the contract
Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

The accounting standard and guidance are effective for annual periods beginning on or after April 1, 2021. Earlier application is permitted for annual periods beginning on or after April 1, 2018.

The Company expects to apply the accounting standard and guidance for annual periods beginning on or after March 1, 2022, and is in the process of measuring the effects of applying the new accounting standard and guidance in future applicable periods.

Leases—The Financial Accounting Standards Board ("FASB") issued ASU 2016-02 "Leases," requiring the lessee to recognize all lease assets and liabilities on the balance sheet in principle. Certain overseas subsidiaries that apply accounting principles generally accepted in United States of America ("U.S. GAAP") expect to apply this accounting standard for annual period beginning on March 1, 2022. The Company is in the process of measuring the effects of applying the accounting standard in future applicable periods.

u. Additional Information

Impact of COVID-19 on Accounting Estimates—While it remains difficult to foresee the future spread or containment of COVID-19, accounting estimates have been made for the year ended February 28, 2021 regarding the recoverability of deferred tax assets and impairment of long-lived assets assuming that the impact of COVID-19 on the Group would be limited.

As the timing of COVID-19 containment is uncertain, estimates may be revised according to future changes in circumstances, which may affect the Group's financial position and operating results for the year ending February 28, 2022 onward.

3. SHORT-TERM INVESTMENTS

Short-term investments as of February 28, 2021 and February 29, 2020, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Time deposits other than cash equivalents	**¥496**	¥467	**$4,668**

4. INVESTMENT SECURITIES

Investment securities as of February 28, 2021 and February 29, 2020, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Non-current:			
Marketable equity securities	**¥1,506**	¥1,305	**$14,174**
Government and corporate bonds	**101**	101	**950**
Other	**193**	180	**1,816**
Total	**¥1,800**	¥1,587	**$16,941**

The costs and aggregate fair values of investment securities at February 28, 2021 and February 29, 2020, were as follows:

	Millions of Yen			
February 28, 2021	Cost	Unrealized Gains	Unrealized Losses	Fair Value
Securities classified as:				
Available-for-sale:				
Equity securities	**¥919**	**¥591**	**¥4**	**¥1,506**
Debt securities	**65**	**35**		**101**
Other	**43**	**34**		**77**
February 29, 2020				
Securities classified as:				
Available-for-sale:				
Equity securities	¥919	¥425	¥38	¥1,305
Debt securities	65	35		101
Other	43	21		64

	Thousands of U.S. Dollars			
February 28, 2021	Cost	Unrealized Gains	Unrealized Losses	Fair Value
Securities classified as:				
Available-for-sale:				
Equity securities	**$8,649**	**$5,562**	**$37**	**$14,174**
Debt securities	**611**	**329**		**950**
Other	**404**	**320**		**724**

Available-for-sale securities whose fair value is not readily determinable as of February 28, 2021 and February 29, 2020, were as follows:

	Carrying Amount		
	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Available-for-sale:			
Equity securities	**¥115**	¥115	**$1,082**

5. INVENTORIES

Inventories at February 28, 2021 and February 29, 2020, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Merchandise and finished products	**¥15,044**	¥15,408	**$141,590**
Work in process	**3,074**	3,576	**28,931**
Raw materials and supplies	**5,910**	6,082	**55,623**
Total	**¥24,028**	¥25,067	**$226,145**

6. LONG-LIVED ASSETS

The Group reviewed its long-lived assets for impairment as of February 28, 2021 and February 29, 2020. As a result, the Group recognized impairment losses of ¥49 million ($461 thousand) and ¥65 million, respectively, as other expenses. These impairment losses primarily related to long-lived assets of the Marine Business and the Industrial Business for the years ended February 28, 2021 and February 29, 2020 due to continuing operating losses in the divisions. Recoverable amounts of these assets were measured at net selling prices determined by the estimated sales prices of the respective assets or the assessed value of long-lived assets for property tax purposes.

7. SHORT-TERM BANK LOANS, LONG-TERM DEBT AND LEASE OBLIGATIONS

Short-term bank loans at February 28, 2021 and February 29, 2020, consisted of notes to banks and bank overdrafts. The weighted-average interest rates applicable to the short-term bank loans were 13.11% and 0.58% at February 28, 2021 and February 29, 2020, respectively.

Long-term debt at February 28, 2021 and February 29, 2020, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Loans from banks and insurance companies, due serially to 2028 with weighted-average interest rates from 0.32% to 0.48% (2021) and from 0.49% to 0.77% (2020)	**¥9,953**	¥9,700	**$93,675**
Less current portion	**(753)**	(3,000)	**(7,087)**
Long-term debt, less current portion	**¥9,200**	¥6,700	**$86,588**

Lease obligations with due dates leading up to November 2067 with an average interest rate of 1.77% are included in "Other long-term liabilities," excluding current portion which is included in "Other current liabilities."

Annual maturities of long-term debt and lease obligations at February 28, 2021, were as follows:

	Millions of Yen		Thousands of U.S. Dollars	
Year Ending February 28 or 29	Long-term Debt	Lease Obligations	Long-term Debt	Lease Obligations
2022	¥ 753	¥237	$ 7,087	$2,230
2023	1,300	237	12,235	2,230
2024	200	149	1,882	1,402
2025	3,200	60	30,117	564
2026	3,000	11	28,235	103
2027 and thereafter	1,500	29	14,117	272
Total	¥9,953	¥725	$93,675	$6,823

The carrying amounts of assets pledged as collateral for bank loans at February 28, 2021 and February 29, 2020 were as follows, although there were no corresponding obligations:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Land and buildings, net of accumulated depreciation	**¥110**	¥106	**$1,035**

As is customary in Japan, the Company maintains substantial deposit balances with banks with which it has borrowings. Such deposit balances are not legally or contractually restricted as to withdrawal.

General agreements with respective banks provide, as is customary in Japan, that additional collateral must be provided under certain circumstances if requested by such banks and that certain banks have the right to offset cash deposited with them against any long-term or short-term debt or obligation that becomes due and, in case of default and certain other specified events, against all other debt payable to the banks. The Company has never been requested to provide any additional collateral.

8. RETIREMENT AND PENSION PLANS

The Company and certain consolidated subsidiaries have severance payment plans for employees. Under most circumstances, employees terminating their employment are entitled to retirement benefits determined based on the rate of pay at the time of termination, years of service and certain other factors. Such retirement benefits are made in the form of a lump-sum severance payment from the Company or from certain consolidated subsidiaries and annuity payments from a trustee. Employees are entitled to receive additional payments if the termination is by voluntary retirement at earlier ages prior to the mandatory retirement age.

The Company and certain consolidated subsidiaries have contributory funded defined benefit pension plans and unfunded retirement benefit plans for employees. Certain overseas consolidated subsidiaries have defined retirement benefit plans or defined retirement contribution plans.

Certain consolidated subsidiaries adopt the simplified method in determining retirement benefit obligations.

1. Defined benefit plans (including plans to which the simplified method is applied)
   (1) The changes in defined benefit obligations for the years ended February 28, 2021 and February 29, 2020, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Balance at beginning of year	**¥15,505**	¥15,930	**$145,929**
Current service cost	**528**	534	**4,969**
Interest cost	**153**	157	**1,440**
Actuarial losses (gains)	**227**	(37)	**2,136**
Benefits paid	**(1,374)**	(1,125)	**(12,931)**
Others	**59**	45	**555**
Balance at end of year	**¥15,100**	¥15,505	**$142,117**

(2) The changes in plan assets for the years ended February 28, 2021 and February 29, 2020, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Balance at beginning of year	**¥13,554**	¥13,674	**$127,567**
Expected return on plan assets	**281**	284	**2,644**
Actuarial gains	**221**	166	**2,080**
Contributions from the employer	**302**	299	**2,842**
Benefits paid	**(1,025)**	(870)	**(9,647)**
Balance at end of year	**¥13,335**	¥13,554	**$125,505**

(3) Reconciliations between the liability recorded in the consolidated balance sheet and the balances of defined benefit obligations and plan assets were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Funded defined benefit obligation	**¥12,191**	¥12,632	**$114,738**
Plan assets	**(13,335)**	(13,554)	**(125,505)**
Total	**(1,143)**	(922)	**(10,757)**
Unfunded defined benefit obligation	**2,908**	2,872	**27,369**
Net liability arising from defined benefit obligation	**¥ 1,764**	¥ 1,950	**$ 16,602**

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Liability for retirement benefits	**¥2,908**	¥2,872	**$27,369**
Asset for retirement benefits	**(1,143)**	(922)	**(10,757)**
Net liability arising from defined benefit obligation	**¥1,764**	¥1,950	**$16,602**

(4) The components of net periodic benefit costs for the years ended February 28, 2021 and February 29, 2020, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Service cost	**¥528**	¥534	**$4,969**
Interest cost	**153**	157	**1,440**
Expected return on plan assets	**(281)**	(284)	**(2,644)**
Amortization of actuarial differences	**130**	101	**1,223**
Amortization of prior service cost	**(54)**	(54)	**(508)**
Periodic benefit cost calculated by the simplified method	**59**	45	**555**
Others	**42**	34	**395**
Net periodic benefit costs	**¥577**	¥535	**$5,430**

(5) Amounts recognized in other comprehensive income (before income tax effect) in respect of defined retirement benefit plans for the years ended February 28, 2021 and February 29, 2020, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Prior service cost	**¥ (54)**	¥ (54)	**$ (508)**
Actuarial differences	**123**	305	**1,157**
Total	**¥ 68**	¥250	**$ 640**

(6) Amounts recognized in accumulated other comprehensive income (before income tax effect) in respect of defined retirement benefit plans as of February 28, 2021 and February 29, 2020, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Unrecognized prior service cost	**¥ (47)**	¥(102)	**$ (442)**
Unrecognized actuarial differences	**681**	805	**6,409**
Total	**¥634**	¥ 702	**$5,967**

(7) Plan assets

a. Components of plan assets

Plan assets as of February 28, 2021 and February 29, 2020, consisted of the following:

	2021	2020
Debt investments	**38%**	40%
Equity investments	**22**	20
Cash and cash equivalents	**0**	0
General account assets of life insurance	**35**	36
Others	**5**	4
Total	**100%**	100%

b. Method of determining the expected rate of return on plan assets

The expected rate of return on plan assets is determined by considering the long-term rates of return which are expected currently and in the future from the various components of the plan assets.

(8) Assumptions used for the years ended February 28, 2021 and February 29, 2020, were set forth as follows:

	2021	2020
Discount rate	**1.0%**	1.0%
Expected rate of return on plan assets	**2.1%**	2.1%
Expected rate of salary increase	**2.8%**	2.8%

2. Defined contribution plans

The amount of required contribution to the defined contribution plans of the Company and consolidated subsidiaries for the years ended February 28, 2021 and February 29, 2020 was ¥283 million ($2,663 thousand) and ¥279 million, respectively.

9. EQUITY

Japanese companies are subject to the Companies Act of Japan (the "Companies Act"). The significant provisions in the Companies Act that affect financial and accounting matters are summarized below:

(a) Dividends

Under the Companies Act, companies can pay dividends at any time during the fiscal year in addition to the year-end dividend upon resolution at the shareholders' meeting. Additionally, for companies that meet certain criteria including (1) having a Board of Directors, (2) having independent auditors, (3) having an Audit & Supervisory Board, and (4) the term of service of the directors being prescribed as one year rather than the normal two-year term by its articles of incorporation, the Board of Directors may declare dividends (except for dividends-in-kind) at any time during the fiscal year if the company has prescribed so in its articles of incorporation. However, the Company does not meet all the above criteria.

Semiannual interim dividends may also be paid once a year upon resolution by the Board of Directors if the articles of incorporation of the company so stipulate. The Companies Act provides certain limitations on the amounts available for dividends or the purchase of treasury stock. The limitation is defined as the amount available for distribution to the shareholders, but the amount of net assets after dividends must be maintained at no less than ¥3 million.

(b) Increases/decreases and transfer of common stock, reserve and surplus

The Companies Act requires that an amount equal to 10% of dividends must be appropriated as a legal reserve (a component of retained earnings) or as additional paid-in capital (a component of capital surplus), depending on the equity account charged upon the payment of such dividends until the aggregate amount of legal reserve and additional paid-in capital equals 25% of the common stock. Under the Companies Act, the total amount of additional paid-in capital and legal reserve may be reversed without limitation. The Companies Act also provides that common stock, legal reserve, additional paid-in capital, other capital surplus and retained earnings can be transferred among the accounts within equity under certain conditions upon resolution of the shareholders.

(c) Treasury stock and treasury stock acquisition rights

The Companies Act also provides for companies to purchase treasury stock and dispose of such treasury stock by resolution of the Board of Directors. The amount of treasury stock purchased cannot exceed the amount available for distribution to the shareholders which is determined by a specific formula. The Companies Act also provides that companies can purchase both treasury stock acquisition rights and treasury stock.

10. INCOME TAXES

The Company and its domestic subsidiaries are subject to Japanese national and local income taxes which, in the aggregate, resulted in a normal effective statutory tax rate of approximately 30.6% for the years ended February 28, 2021 and February 29, 2020.

The tax effects of significant temporary differences and tax loss carryforwards which resulted in deferred tax assets and liabilities at February 28, 2021 and February 29, 2020, are as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Deferred tax assets:			
Unrealized profit	**¥ 932**	¥ 1,100	**$ 8,771**
Liability for retirement benefits	**899**	1,042	**8,461**
Loss on impairment of long-lived assets	**126**	153	**1,185**
Inventories	**706**	754	**6,644**
Investment securities	**217**	217	**2,042**
Accrued bonuses	**505**	383	**4,752**
Accrued product warranty costs	**323**	323	**3,040**
Tax loss carryforwards (Note 2)	**1,765**	1,947	**16,611**
Other	**691**	657	**6,503**
	6,169	6,579	**58,061**
Less valuation allowance for tax loss carryforwards (Note 2)	**(1,746)**	(1,937)	**(16,432)**
Less valuation allowance for temporary differences	**(3,455)**	(3,979)	**(32,517)**
Total valuation allowance (Note 1)	**(5,202)**	(5,916)	**(48,960)**
Deferred tax assets	**966**	663	**9,091**
Deferred tax liabilities:			
Accelerated depreciation in overseas subsidiaries	**73**	62	**687**
Unrealized gain on available-for-sale securities	**182**	133	**1,712**
Undistributed earnings of overseas subsidiaries	**235**	221	**2,211**
Asset for retirement benefits	**343**	449	**3,228**
Other	**24**	36	**225**
Deferred tax liabilities	**859**	903	**8,084**
Net deferred tax assets (liabilities)	**¥ 106**	¥ (239)	**$ 997**

Notes:

1. Valuation allowance decreased by ¥713 million ($6,710 thousand) mainly because the valuation allowance relating to tax loss carryforwards of the Company decreased by ¥156 million ($1,468 thousand).

2. The expiration of tax loss carryforwards, the related valuation allowances and the resulting net deferred tax assets as of February 28, 2021 were as follows:

	Millions of Yen						
February 28, 2021	One Year or Less	After One Year through Two Years	After Two Years through Three Years	After Three Years through Four Years	After Four Years through Five Years	After Five Years	Total
Deferred tax assets relating to tax loss carryforwards *a	¥ 84	¥ 471	¥ 9	¥ 921	¥ 38	¥ 239	¥ 1,765
Less valuation allowance for tax loss carryforwards	(66)	(471)	(9)	(921)	(38)	(239)	(1,746)
Net deferred tax assets relating to tax loss carryforwards	18						18 *b

	Thousands of U.S. Dollars						
February 28, 2021	One Year or Less	After One Year through Two Years	After Two Years through Three Years	After Three Years through Four Years	After Four Years through Five Years	After Five Years	Total
Deferred tax assets relating to tax loss carryforwards *a	$ 790	$ 4,432	$ 84	$ 8,668	$ 357	$ 2,249	$ 16,611
Less valuation allowance for tax loss carryforwards	(621)	(4,432)	(84)	(8,668)	(357)	(2,249)	(16,432)
Net deferred tax assets relating to tax loss carryforwards	169						169 *b

*a Deferred tax assets relating to tax loss carryforwards are computed by multiplying the normal effective statutory tax rate.

*b Net deferred tax assets recorded at ¥18 million ($169 thousand) are recognized for tax loss carryforwards of ¥1,765 million ($16,611 thousand) (computed by multiplying the normal effective statutory tax rate). These deferred tax assets are recognized for tax loss carryforwards of ¥18 million ($169 thousand) mainly recorded by FURUNO Danmark A/S, and valuation allowance is not recognized since they are considered to be recoverable as future taxable income is expected.

A reconciliation between the normal effective statutory tax rates and the actual effective tax rates reflected in the accompanying consolidated statements of income for the years ended February 28, 2021 and February 29, 2020, is as follows:

	2021	2020
Normal effective statutory tax rate	**30.6%**	30.6%
Expenses not deductible for income tax purposes	**0.5**	2.1
Per capita inhabitant tax	**0.6**	1.0
Lower income tax rates applicable to income in certain foreign countries	**(5.9)**	(5.4)
Nontaxable dividends and other income	**(0.6)**	(1.1)
Undistributed earnings of overseas subsidiaries	**0.3**	0.4
Adjustment to deferred tax assets due to a change in tax rate		0.3
Valuation allowance for deferred tax assets	**(13.1)**	(7.4)
Other—net	**4.0**	3.3
Actual effective tax rate	**16.4%**	23.8%

11. SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

Selling, general and administrative expenses in the accompanying consolidated statement of income for the years ended February 28, 2021 and February 29, 2020, mainly consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Employees' salaries and wages	**¥8,351**	¥8,271	**$78,597**
Employees' bonuses	**1,178**	1,156	**11,087**
Provision for allowance for doubtful receivables	**57**	(16)	**536**
Provision for employees' bonuses	**1,104**	879	**10,390**
Retirement benefit expenses	**511**	489	**4,809**
Travel and communication expenses	**747**	1,153	**7,030**
Depreciation and amortization	**1,099**	1,034	**10,343**

12. RESEARCH AND DEVELOPMENT COSTS

Research and development costs included in selling, general and administrative expenses were ¥5,303 million ($49,910 thousand) and ¥4,266 million for the years ended February 28, 2021 and February 29, 2020, respectively.

13. FINANCIAL INSTRUMENTS AND RELATED DISCLOSURES

(1) Group policy for financial instruments
The Group raises necessary funds to support its principal business plans to produce and sell marine electronic equipment and industrial electronic equipment. Cash surpluses, if any, are invested in low-risk financial assets. Short-term bank loans are used to fund ongoing operations. Derivatives are not used for speculative purposes, but to manage exposure to financial risks as described below.

(2) Nature and extent of risks arising from financial instruments
Trade receivables, such as notes receivable and accounts receivable, are exposed to customer credit risk.

Foreign currency denominated trade receivables arising from global activities are exposed to the market risk of fluctuations in foreign currency exchange rates.

Investment securities, mainly equity instruments of customers and suppliers of the Group held for business or capital alliance purposes, are exposed to the risk of market price fluctuation.

Payment terms of trade payables, such as notes payable and accounts payable, are less than one year. Certain trade payables arising from import of raw materials, which are denominated in foreign currencies, are exposed to the market risk of fluctuations in foreign currency exchange rates.

Maturities of bank loans, mainly for the purpose of financing necessary working funds, are less than seven years after the balance sheet date. Certain bank loans are exposed to the market risk of fluctuations in variable interest rates. Those risks are mitigated by using derivatives such as interest rate swaps.

Derivatives mainly consist of interest rate swaps which are used to avoid or mitigate the market risks from changes in interest rates. For hedging instruments and hedged items concerning hedge accounting and hedging policies and hedge effectiveness, please see Note 2.r “Derivatives and Hedging Activities” under “SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES.”

(3) Risk management for financial instruments
Credit Risk Management
Credit risk is the risk of economic loss arising from a counterparty’s failure to repay or service debt according to the contractual terms.

The Company manages its credit risk from trade receivables by monitoring payment terms and balances of major customers and identifying the default risk of counterparties at an early stage in accordance with the credit control policy. The consolidated subsidiaries have similar control policies pursuant to the Company's credit control policy. Derivatives are entered into with only high-credit rating financial institutions and, accordingly, credit risk arising from default of the counterparties is kept at a minimum. The maximum credit risk exposure of financial assets as of the consolidated balance sheet date is represented by their carrying values exposed to credit risk.

Market Risk Management (foreign exchange risk and interest rate risk)
The Group hedges foreign currency trade receivables and payables against market risk from fluctuations in foreign currency exchange rates identified by currency and by month using principally forward foreign currency contracts. Such foreign exchange risk is hedged principally by forward foreign currency contracts. In addition, the Group utilizes interest rate swaps to mitigate the risk from changes in interest rates associated with bank loans.

Investment securities are managed by monitoring market values and financial position of issuers on a regular basis and continuously reviewing the holding status by taking into consideration the relationship with the counterparties.

Derivative transactions are executed and controlled based on internal guidelines, which prescribe the transaction limits and procedures of the finance department of each company, and the positions are identified on a regular basis. In addition, the responsible division of the Company is informed of the status of transactions by each Group company on a regular basis to control and confirm the positions.

Liquidity Risk Management
Liquidity risk comprises the risk that the Group cannot meet its contractual obligations in full on maturity dates.

The Group manages its liquidity risk by preparing and updating the financial plans of the Accounting Department based on the reports from each division.

(4) Fair values of financial instruments
Fair values of financial instruments are based on quoted prices in active markets. If a quoted price is not available, other rational valuation techniques are used instead. Please see Note 14 for fair value information for derivatives.

(a) Fair value of financial instruments

	Millions of Yen		
February 28, 2021	Carrying Amount	Fair Value	Unrealized Gain
Cash and cash equivalents	¥14,804	¥14,804	
Short-term investments	496	496	
Notes receivable—trade	1,471		
Accounts receivable—trade	15,803		
Electronically recorded receivables—operating	2,414		
Allowance for doubtful receivables	(368)		
Total receivables—trade	19,320	19,320	
Investment securities:			
Available-for-sale securities	1,685	1,685	
Total assets	¥36,307	¥36,307	
Short-term bank loans	¥ 2	¥ 2	
Notes payable—trade	¥ 209	¥ 209	
Accounts payable—trade	3,663	3,663	
Electronically recorded obligations—operating	7,076	7,076	
Total payables—trade	10,950	10,950	
Long-term debt, including current portion	9,953	9,988	¥34
Total liabilities	¥20,906	¥20,940	¥34
Derivatives (*1)	¥ 29	¥ 29	

	Millions of Yen		
February 29, 2020	Carrying Amount	Fair Value	Unrealized Gain
Cash and cash equivalents	¥11,675	¥11,675	
Short-term investments	467	467	
Notes receivable—trade	1,251		
Accounts receivable—trade	14,741		
Electronically recorded receivables—operating	1,598		
Allowance for doubtful receivables	(395)		
Total receivables—trade	17,196	17,196	
Investment securities:			
Available-for-sale securities	1,472	1,472	
Total assets	¥30,811	¥30,811	
Short-term bank loans	¥ 206	¥ 206	
Notes payable—trade	¥ 201	¥ 201	
Accounts payable—trade	2,332	2,332	
Electronically recorded obligations—operating	6,493	6,493	
Total payables—trade	9,027	9,027	
Long-term debt, including current portion	9,700	9,778	¥78
Total liabilities	¥18,934	¥19,012	¥78
Derivatives (*1)	¥ (12)	¥ (12)	

	Thousands of U.S. Dollars		
February 28, 2021	Carrying Amount	Fair Value	Unrealized Gain
Cash and cash equivalents	**$139,331**	**$139,331**	
Short-term investments	**4,668**	**4,668**	
Notes receivable—trade	**13,844**		
Accounts receivable—trade	**148,734**		
Electronically recorded receivables—operating	**22,720**		
Allowance for doubtful receivables	**(3,463)**		
Total receivables—trade	**181,835**	**181,835**	
Investment securities:			
Available-for-sale securities	**15,858**	**15,858**	
Total assets	**$341,712**	**$341,712**	
Short-term bank loans	**$ 18**	**$ 18**	
Notes payable—trade	**$ 1,967**	**$ 1,967**	
Accounts payable—trade	**34,475**	**34,475**	
Electronically recorded obligations—operating	**66,597**	**66,597**	
Total payables—trade	**103,058**	**103,058**	
Long-term debt, including current portion	**93,675**	**94,004**	**$320**
Total liabilities	**$196,762**	**$197,082**	**$320**
Derivatives (*1)	**$ 272**	**$ 272**	

*1 Net receivables or payables arising from derivative transactions to which hedge accounting is not applied and deferral hedge accounting is applied are presented in a net amount and net payables are presented in parentheses.

Assets:

Cash and cash equivalents, short-term investments and notes receivable, accounts receivable—trade and electronically recorded receivables—operating

The fair values of these items are determined using their carrying amounts, since their carrying amounts approximate the fair values as these amounts are settled in a short period of time.

Investment securities

The fair values of investment securities are measured at the quoted market prices of the stock exchange for equity securities, and at the quoted market prices of the exchanges or the quoted prices obtained from financial institutions for debt securities.

Liabilities:

Short-term bank loans, notes payable and accounts payable—trade and electronically recorded obligations—operating

The fair values of these items are determined using their carrying amounts, since their carrying amounts approximate the fair values as these amounts are settled in a short period of time.

Long-term debt, including current portion

The fair values of long-term debt are measured at the discounted present value of aggregated amounts of principal and interest payables using the interest rate that would be applied to similar transactions newly arranged.

The fair values of long-term debt with floating interest rates hedged using interest rate swaps qualifying for hedge accounting are measured at the discounted present value of aggregated amounts of principal and interest payables which are accounted for together with the swaps using the reasonably estimated interest rate that would be applied to similar transactions to be newly arranged or at the values presented by the financial institutions.

Derivatives

Please see Note 14 “DERIVATIVES.”

The fair values of interest rate swaps which are accounted for together with the long-term debt as the hedged item are included in the fair values of the relevant long-term debt, if they qualify for hedge accounting.

(b) Financial instruments whose fair value cannot be reliably determined

	Carrying Amount		
	Millions of Yen		Thousands of U.S. Dollars
February 28 or 29	**2021**	2020	**2021**
Unlisted equity securities	**¥1,081**	¥1,119	**$10,174**

(5) Maturity analysis for financial assets and securities with contractual maturities

	Millions of Yen			
February 28, 2021	Due in One Year or Less	Due after One Year through Five Years	Due after Five Years through Ten Years	Due after Ten Years
Cash and cash equivalents	**¥14,804**			
Short-term investments	**496**			
Notes receivable—trade	**1,471**			
Accounts receivable—trade	**15,803**			
Electronically recorded receivables—operating	**2,414**			
Investment securities:				
Available-for-sale securities with contractual maturities: Debt securities—other		**¥100**		
Total	**¥34,991**	**¥100**		

February 28, 2021	Thousands of U.S. Dollars Due in One Year or Less	Due after One Year through Five Years	Due after Five Years through Ten Years	Due after Ten Years
Cash and cash equivalents	$139,331			
Short-term investments	4,668			
Notes receivable—trade	13,844			
Accounts receivable—trade	148,734			
Electronically recorded receivables—operating	22,720			
Investment securities:				
Available-for-sale securities with contractual maturities:Debt securities—other		$941		
Total	$329,327	$941		

Please see Note 7 for annual maturities of long-term debt.

14. DERIVATIVES

The Group enters into foreign currency forward contracts to hedge foreign exchange risk associated with certain assets and liabilities denominated in foreign currencies. The Group also enters into interest rate swap contracts to manage its interest rate exposures on certain liabilities.

All derivative transactions are entered into to hedge interest and foreign currency exposures incorporated within the Group's business. Accordingly, market risk in these derivatives is basically offset by opposite movements in the value of hedged assets or liabilities.

Because the counterparties to these derivatives are limited to major international financial institutions, the Group does not anticipate any losses arising from credit risk.

Derivative transactions entered into by the Group have been made in accordance with internal policies which regulate the authorization and credit limit amount.

Derivative transactions to which hedge accounting is not applied at February 28, 2021 and February 29, 2020

(1) Currency-related derivatives

	Millions of Yen Contract Amount	Contract Amount Due after One Year	Fair Value	Unrealized Gain (Loss)
February 28, 2021				
Foreign currency forward contracts:				
Selling EUR	¥245		¥ (6)	¥ (6)
Buying USD	73		(1)	(1)
GBP	526		36	36
February 29, 2020				
Foreign currency forward contracts:				
Selling EUR	¥353		¥(13)	¥(13)
Buying USD	10		0	0
GBP	532		(0)	(0)
EUR	353		0	0

February 28, 2021	Thousands of U.S. Dollars Contract Amount	Contract Amount Due after One Year	Fair Value	Unrealized Gain (Loss)
Foreign currency forward contracts:				
Selling EUR	$2,305		$ (56)	$ (56)
Buying USD	687		(9)	(9)
GBP	4,950		338	338

(Note) The fair values are determined using the forward exchange rates.

Derivative transactions to which hedge accounting is applied at February 28, 2021 and February 29, 2020
(1) Interest-related derivatives

		Millions of Yen		
February 28, 2021	Hedged Item	Contract Amount	Contract Amount Due after One Year	Fair Value
Interest rate swaps: Receivable floating rate/Payable fixed rate	**Long-term debt**	**¥2,500**		**Note 1**

		Millions of Yen		
February 29, 2020	Hedged Item	Contract Amount	Contract Amount Due after One Year	Fair Value
Interest rate swaps: Receivable floating rate/Payable fixed rate	Long-term debt	¥3,500	¥2,500	Note 1

		Thousands of U.S. Dollars		
February 28, 2021	Hedged Item	Contract Amount	Contract Amount Due after One Year	Fair Value
Interest rate swaps: Receivable floating rate/Payable fixed rate	**Long-term debt**	**$23,529**		**Note 1**

(Note 1) The fair values of interest rate swaps, which are accounted for together with the long-term debt as the hedged item, are included in the fair values of the relevant long-term debt, if they qualify for hedge accounting.

15. CONTINGENT LIABILITIES

The Group had the following contingent liabilities:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Guarantees of bank loans of its customers	**¥1**	¥8	**$9**

16. OTHER COMPREHENSIVE INCOME (LOSS)

The components of other comprehensive income (loss) for the years ended February 28, 2021 and February 29, 2020, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2021	2020	**2021**
Unrealized gain (loss) on available-for-sale securities:			
Gains (losses) arising during the year	**¥ 213**	¥(229)	**$ 2,004**
Reclassification adjustments to profit or loss	**(0)**	(3)	**(0)**
Amount before income tax effect	**213**	(233)	**2,004**
Income tax effect	**(49)**	42	**(461)**
Total	**¥ 163**	¥(190)	**$ 1,534**
Deferred gain on derivatives under hedge accounting:			
Gains arising during the year		¥ 1	
Reclassification adjustments to profit or loss		5	
Amount before income tax effect		7	
Income tax effect		(2)	
Total		¥ 5	
Foreign currency translation adjustments:			
Adjustments arising during the year	**¥(204)**	¥(554)	**$(1,920)**
Reclassification adjustments to profit or loss			
Amount before income tax effect	**(204)**	(554)	**(1,920)**
Income tax effect			
Total	**¥(204)**	¥(554)	**$(1,920)**
Defined retirement benefit plans:			
Adjustments arising during the year	**¥ (6)**	¥ 204	**$ (56)**
Reclassification adjustments to profit or loss	**75**	46	**705**
Amount before income tax effect	**68**	250	**640**
Income tax effect	**116**		**1,091**
Total	**¥ 185**	¥ 250	**$ 1,741**
Share of other comprehensive loss in an associate accounted for by the equity method—			
Losses arising during the year	**¥ (37)**	¥ (31)	**$ (348)**
Total	**¥ (37)**	¥ (31)	**$ (348)**
Total other comprehensive income (loss)	**¥ 105**	¥(519)	**$ 988**

17. NET INCOME PER SHARE

The financial data for the computation of basic net income per share for the years ended February 28, 2021 and February 29, 2020, is as follows:

	Millions of Yen	Thousands of Shares	Yen	U.S. Dollars
	Net Income Attributable to Owners of the Parent	Weighted—Average Shares	EPS	
Year ended February 28, 2021:				
Basic earnings per share (EPS)				
Net income available to common shareholders	¥3,946	31,519	¥125.20	$1.17
Year ended February 29, 2020:				
Basic earnings per share (EPS)				
Net income available to common shareholders	¥2,041	31,511	¥64.78	

Diluted EPS is not disclosed because the Company did not issue dilutive securities for the years ended February 28, 2021 and February 29, 2020.

18. SUBSEQUENT EVENTS

Appropriations of Retained Earnings

The following appropriation of retained earnings at February 28, 2021, was approved at the Company's shareholders' meeting held on May 27, 2021:

	Millions of Yen	Thousands of U.S. Dollars
Year-end cash dividends, ¥30 ($0.28) per share	¥945	$8,894

19. SEGMENT INFORMATION

Under ASBJ Statement No. 17, "Accounting Standard for Segment Information Disclosures," and ASBJ Guidance No. 20, "Guidance on Accounting Standard for Segment Information Disclosures," an entity is required to report financial and descriptive information about its reportable segments. Reportable segments are operating segments or aggregations of operating segments that meet specified criteria. Operating segments are components of an entity about which separate financial information is available and such information is evaluated regularly by the chief operating decision maker in deciding how to allocate resources and in assessing performance. Generally, segment information is required to be reported on the same basis as is used internally for evaluating operating segment performance and deciding how to allocate resources to operating segments.

1. Description of reportable segments

   The Group's reportable segments are those for which separate financial information is available and regular evaluation by the Company's management is being performed in order to decide how resources are allocated among the Group.

   The principal business of the Group is manufacturing and sales of marine equipment, industrial electronics equipment, wireless LAN system and handy terminals. The Company consists of divisions separated by product and service, and each division designs comprehensive strategies for its products and services and develops relevant business activities. Each subsidiary develops business activities from a management perspective within the Group. Accordingly, the Group consists of business segments by product and service, which are the "Marine" business, the "Industrial" business, and the "Wireless LAN/Handy Terminal" business, as the reportable segments.

   The major products in the "Marine" business are navigation equipment, fishing equipment and radio communication equipment, etc. The major products in the "Industrial" business are medical equipment, ITS equipment, GPS equipment, and avionics electronic equipment, etc. The major products in the "Wireless LAN/Handy Terminal" business are wireless LAN system and handy terminals, etc.

2. Methods of measurement for the amounts of sales, profit, assets, liabilities and other items for each reportable segment
   The accounting policies of each reportable segment are consistent with those disclosed in Note 2, "SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES."
   Segment profit corresponds to the figure based on "operating income" in the consolidated statement of income.
   Intersegment sales or transfers are based on the arm's-length price.

3. Information about sales, profit, assets, liabilities and other items:

	Millions of Yen							
	2021							
	Reportable Segment							
	Marine	Industrial	Wireless LAN/ Handy Terminal	Total	Other (Note 1)	Total	Reconciliations (Note 2)	Consolidated (Note 3)
Sales:								
Sales to external customers	¥62,926	¥10,811	¥8,230	¥81,969	¥ 285	¥82,255		¥82,255
Intersegment sales or transfers	12	41	113	167	512	679	¥ (679)	
Total	¥62,938	¥10,852	¥8,344	¥82,136	¥ 797	¥82,934	¥ (679)	¥82,255
Segment profit (loss)	¥ 736	¥ 320	¥2,764	¥ 3,821	¥ (19)	¥ 3,802	¥ (61)	¥ 3,740
Segment assets	49,048	9,619	6,112	64,780	1,044	65,825	16,423	82,248
Other:								
Depreciation	2,451	100	164	2,716	36	2,753	407	3,160
Equity in earnings of an associate accounted for by the equity method	52			52		52		52
Investment of an associate accounted for by the equity method	219			219		219		219
Increase in property, plant and equipment and intangible assets	2,074	235	153	2,463	23	2,487	1,747	4,235

	Millions of Yen							
	2020							
	Reportable Segment							
	Marine	Industrial	Wireless LAN/ Handy Terminal	Total	Other (Note 1)	Total	Reconciliations (Note 2)	Consolidated (Note 3)
Sales:								
Sales to external customers	¥67,250	¥11,589	¥3,821	¥82,661	¥ 405	¥83,066		¥83,066
Intersegment sales or transfers		23	122	146	531	677	¥ (677)	
Total	¥67,250	¥11,612	¥3,944	¥82,807	¥ 936	¥83,743	¥ (677)	¥83,066
Segment profit (loss)	¥ 1,958	¥ (284)	¥ 662	¥ 2,336	¥ 75	¥ 2,411	¥ 0	¥ 2,411
Segment assets	47,319	9,368	2,267	58,955	1,066	60,022	16,111	76,133
Other:								
Depreciation	2,687	104	128	2,920	35	2,955	290	3,246
Equity in earnings of an associate accounted for by the equity method	50			50		50		50
Investment of an associate accounted for by the equity method	219			219		219		219
Increase in property, plant and equipment and intangible assets	2,278	288	176	2,743	21	2,764	480	3,245

	Thousands of U.S. Dollars							
	2021							
	Reportable Segment							
	Marine	Industrial	Wireless LAN/ Handy Terminal	Total	Other (Note 1)	Total	Reconciliations (Note 2)	Consolidated (Note 3)
Sales:								
Sales to external customers	**$592,244**	**$101,750**	**$77,458**	**$771,472**	**$2,682**	**$774,164**		**$774,164**
Intersegment sales or transfers	**112**	**385**	**1,063**	**1,571**	**4,818**	**6,390**	**$ (6,390)**	
Total	**$592,357**	**$102,136**	**$78,531**	**$773,044**	**$7,501**	**$780,555**	**$ (6,390)**	**$774,164**
Segment profit (loss)	**$ 6,927**	**$ 3,011**	**$26,014**	**$ 35,962**	**$ (178)**	**$ 35,783**	**$ (574)**	**$ 35,200**
Segment assets	**461,628**	**90,531**	**57,524**	**609,694**	**9,825**	**619,529**	**154,569**	**774,098**
Other:								
Depreciation	**23,068**	**941**	**1,543**	**25,562**	**338**	**25,910**	**3,830**	**29,741**
Equity in earnings of an associate accounted for by the equity method	**489**			**489**		**489**		**489**
Investment of an associate accounted for by the equity method	**2,061**			**2,061**		**2,061**		**2,061**
Increase in property, plant and equipment and intangible assets	**19,520**	**2,211**	**1,440**	**23,181**	**216**	**23,407**	**16,442**	**39,858**

Notes:
1. "Other" is a business segment which is not included in reportable segments and includes the electromagnetic environmental testing business and other businesses.
2. The nature of "Reconciliations" is as follows:
   (1) "Reconciliations" of "Segment profit (loss)" includes general and administrative expenses of the head office administration departments which do not belong to any reportable segment.
   (2) "Reconciliations" of "Segment assets" includes assets of the head office administration departments, which do not belong to any reportable segment, mainly consisting of common use assets, investments and other assets.

(3) “Reconciliations” of “Increase in property, plant and equipment and intangible assets” includes capital investments, which do not belong to any reportable segment.

3. Segment profit (loss) is reconciled with operating income in the consolidated statement of income.

Other Related Information:

1. Information by product and service
   Information by product and service is omitted since similar information is disclosed in the segment information.
2. Information by geographic region
   (1) Sales

Millions of Yen					
2021					
Japan	Americas	Europe	Asia	Other Regions	Total
¥35,921	**¥8,113**	**¥18,221**	**¥17,145**	**¥2,852**	**¥82,255**

Millions of Yen					
2020					
Japan	Americas	Europe	Asia	Other Regions	Total
¥33,584	¥8,092	¥19,407	¥19,296	¥2,686	¥83,066

Thousands of U.S. Dollars					
2021					
Japan	Americas	Europe	Asia	Other Regions	Total
$338,080	**$76,357**	**$171,491**	**$161,364**	**$26,842**	**$774,164**

Note: Sales are classified by country or region based on the location of customers.

(2) Property, plant and equipment

Millions of Yen					
2021					
Japan	Americas	Europe	Asia	Other Regions	Total
¥8,392	**¥432**	**¥1,650**	**¥707**		**¥11,184**

Millions of Yen					
2020					
Japan	Americas	Europe	Asia	Other Regions	Total
¥7,196	¥530	¥1,660	¥766		¥10,152

Thousands of U.S. Dollars					
2021					
Japan	Americas	Europe	Asia	Other Regions	Total
$78,983	**$4,065**	**$15,529**	**$6,654**		**$105,261**

3. Information by major customer
   Information by customer is omitted, since there is no customer to whom net sales accounts for more than 10% of total net sales recorded in the consolidated statement of income.

4. Information about loss on impairment of long-lived assets

	Millions of Yen							
	2021							
	Reportable Segment							
	Marine	Industrial	Wireless LAN/ Handy Terminal	Total	Other	Total	Reconciliations	Consolidated
Loss on impairment	**¥1**	**¥48**		**¥49**		**¥49**		**¥49**

	Millions of Yen							
	2020							
	Reportable Segment							
	Marine	Industrial	Wireless LAN/ Handy Terminal	Total	Other	Total	Reconciliations	Consolidated
Loss on impairment	¥29	¥35		¥65		¥65		¥65

	Thousands of U.S. Dollars							
	2021							
	Reportable Segment							
	Marine	Industrial	Wireless LAN/ Handy Terminal	Total	Other	Total	Reconciliations	Consolidated
Loss on impairment	**$9**	**$451**		**$461**		**$461**		**$461**

5. Information about amortization and unamortized balance of goodwill

	Millions of Yen							
	2021							
	Reportable Segment							
	Marine	Industrial	Wireless LAN/ Handy Terminal	Total	Other	Total	Reconciliations	Consolidated
Amortization	**¥ 68**	**¥31**		**¥100**		**¥100**		**¥100**
Unamortized balance	**848**	**25**		**874**		**874**		**874**

	Millions of Yen							
	2020							
	Reportable Segment							
	Marine	Industrial	Wireless LAN/ Handy Terminal	Total	Other	Total	Reconciliations	Consolidated
Amortization	¥ 36	¥31		¥ 68		¥ 68		¥ 68
Unamortized balance	424	57		481		481		481

	Thousands of U.S. Dollars							
	2021							
	Reportable Segment							
	Marine	Industrial	Wireless LAN/ Handy Terminal	Total	Other	Total	Reconciliations	Consolidated
Amortization	**$ 640**	**$291**		**$ 941**		**$ 941**		**$ 941**
Unamortized balance	**7,981**	**235**		**8,225**		**8,225**		**8,225**

As of February 28, 2021

Consolidated Subsidiaries

Country	Company Name	Main Business	Equity Ownership (%)
Japan	KYORITSU RADIO SERVICE CO., LTD.	Clearing of communication charges	100
	FURUNO KYUSHU HANBAI CO., LTD.	Sales and services of marine electronic equipment	100
	FURUNO KANSAI HANBAI CO., LTD.	Sales and services of marine electronic equipment	100
	FURUNO SYSTEMS CO., LTD.	Sales of industrial electronic products	100
	FURUNO LIFEBEST CO., LTD.	Insurance agent and leasing of marine electronic equipment	100
	LABOTECH INTERNATIONAL CO., LTD.	EMC and environmental test laboratory	100
U.S.A.	FURUNO U.S.A., INC.	Sales and services of marine electronic equipment	100
U.K.	FURUNO (UK) LTD.	Sales and services of marine electronic equipment	100
	FURUNO LEASING LTD.	Leasing and sales of marine electronic equipment	100
Germany	FURUNO DEUTSCHLAND GmbH	Sales and services of marine electronic equipment	100
Holland	FURUNO EUROPE B. V.	Logistic services for Europe	100
Denmark	FURUNO DANMARK A/S	Sales and services of marine electronic equipment	100
	EMRI A/S	Sales and services of marine electronic equipment	100
Sweden	FURUNO SVERIGE AB	Sales and services of marine electronic equipment	100
Poland	FURUNO POLSKA Sp. zo. o.	Sales and services of marine electronic equipment	100
Russia	FURUNO EURUS LLC	Sales and services of marine electronic equipment	100
France	FURUNO FRANCE S.A.S.	Sales and services of marine electronic equipment	100
Italy	FURUNO ITALIA S.R.L.	Sales and services of marine electronic equipment	100
Spain	FURUNO ELECTRIC HOLDING ESPAÑA, S.A.	Holding of shares	100
	FURUNO ESPAÑA, S.A.	Sales and services of marine electronic equipment	70
Norway	FURUNO NORGE A/S	Sales and services of marine electronic equipment	100
Greece	FURUNO HELLAS S.A.	Sales and services of marine electronic equipment	100
Cyprus	FURUNO (CYPRUS) LTD	Sales and services of marine electronic equipment	100
Finland	FURUNO FINLAND OY	Sales and services of marine electronic equipment	100
China	FURUNO HONG KONG CO., LTD.	Manufacturing of marine electronic equipment	100
	FURUNO CHINA CO., LIMITED	Sales and services of marine electronic equipment	100
	FURUNO SHANGHAI CO., LTD.	Sales and services of marine electronic equipment	100
Singapore	FURUNO SINGAPORE PTE LTD	Sales and services of marine electronic equipment	100
Panama	FURUNO PANAMA, S.A.	Sales and services of marine electronic equipment	100
Indonesia	PT.FURUNO ELECTRIC INDONESIA	Sales and services of marine electronic equipment	100
Korea	FURUNO KOREA CO., LTD.	Sales and services of marine electronic equipment	100
Malaysia	FURUNO ELECTRIC (MALAYSIA) SDN. BHD.	Sales and services of marine electronic equipment	100

Unconsolidated Subsidiaries

Country	Company Name	Main Business	Equity Ownership (%)
Japan	FURUNO SOFTECH CO., LTD.	Software development and service	100
	NOVELUCK CO., LTD.	Software development and service	60
China	FURUNO SOFTECH (DALIAN) CO., LTD.	Software development and service	80
	FUNOTEC (DALIAN) CO., LTD.	Sales, services and manufacturing of medical equipment	100
	COSCO SHIPPING FURUNO Navigation Technology (Shanghai) Co., Ltd.	Sales and services of marine electronic equipment	40
	FURUNO DONGGUAN CO., LTD.	Manufacturing of marine electronic equipment	100
New Zealand	ELECTRONIC NAVIGATION LTD.	Sales and services of marine electronic equipment	60

Equity method Subsidiaries

Country	Company Name	Main Business	Equity Ownership (%)
France	SIGNET S.A.S	Sales and software development	49.28

Five-Year Summary

FURUNO ELECTRIC CO., LTD. and Consolidated Subsidiaries
Years ended the last day of February

	Millions of Yen					Thousands of U.S. Dollars (Note 1)
	2017	2018	2019	2020	**2021**	**2021**
For the year:						
Net sales:	¥78,674	¥79,050	¥82,108	¥83,066	**¥82,255**	**$774,164**
Operating income	1,534	1,992	4,771	2,411	**3,740**	**35,200**
Income before income taxes and minority interests	1,467	2,001	4,877	2,699	**4,742**	**44,630**
Net income (loss)	1,262	1,236	4,026	2,041	**3,946**	**37,138**
Per share of common stock (Notes 2) (yen and U.S. dollars):						
Basic net income (loss)	40.06	39.25	127.77	64.78	**125.20**	**1.18**
Cash dividends applicable to the year	8.00	10.00	25.00	20.00	**40.00**	
Weighted average number of shares outstanding (thousands)	31,512	31,512	31,511	31,511	**31,519**	
Research and development cost	4,253	4,470	4,707	4,266	**5,303**	**49,910**
Capital expenditure	1,613	1,295	1,271	1,887	**2,542**	**23,924**
Depreciation and amortization	2,924	3,225	3,093	3,246	**3,160**	**29,741**
Net cash provided by operating activities	6,417	5,142	4,903	8,041	**8,512**	**80,112**
Net cash used in investing activities	(4,152)	(3,404)	(2,912)	(3,175)	**(4,553)**	**(42,851)**
Net cash provided by (used in) financing activities	(2,201)	(1,542)	(1,251)	(4,194)	**(850)**	**(8,000)**
At year-end:						
Total assets	¥75,724	¥76,773	¥79,672	¥76,133	**¥82,248**	**$774,098**
Interest-bearing debt	14,881	13,706	12,982	9,906	**9,956**	**93,703**
Shareholders' equity	35,981	38,201	41,191	41,925	**45,359**	**426,908**
Number of employees	2,894	2,920	2,957	2,926	**2,978**	
Overseas sales:						
North America	¥ 7,547	¥ 7,873	¥ 8,348	¥ 8,092	**¥ 8,113**	**$ 76,357**
Europe	16,886	19,105	20,047	19,407	**18,221**	**171,491**
Asia	17,438	17,645	18,354	19,296	**17,145**	**161,364**
Other	3,247	3,167	2,949	2,686	**2,852**	**26,842**
Total	45,118	47,791	49,699	49,482	**46,333**	**436,075**
Key ratio (%):						
Return on sales	1.60%	1.56%	4.90%	2.46%	**4.80%**	
Return on assets	1.90	2.40	6.50	3.50	**6.00%**	
Return on equity	3.50	3.33	10.14	4.91	**9.04%**	
Debt equity ratio	41.36	35.88	31.52	23.63	**21.95%**	
Equity ratio	47.50	49.80	51.70	55.10	**55.10%**	

Note: 1. U.S. dollar amounts have been converted from Japanese yen, for convenience only, at the rate of ¥106.25=U.S. $1, the approximate rate of exchange prevailing at February 28, 2021.
2. See Note 2.s and Note 16 of the Notes to the Consolidated Financial Statements.

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