Corporate Commercial “We want you to know FURUNO!”

Since 2020, FURUNO has continued a creative advertising series to share our appeal and build familiarity with the public. Featuring humorous characters, the campaign serves as a form of entertainment and communication that supports long-term corporate growth.
This year, we produced four new ads themed around “the sea,” displayed widely across stations and trains from Hanshin Nishinomiya to Sanyo Himeji. Some posters also serve as public etiquette messages, contributing to social awareness.
We remain committed to our business vision “Achieve better safety, security, and comfort to bring about a society and sea navigation that considers the needs of people and the environment” while enhancing our brand value.

Please check website for the commercial!
*Japanese only

FURUNO ELECTRIC CO., LTD.
9-52 Ashihara-cho, Nishinomiya City, Hyogo 662-8580, Japan

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Catalog No. CA000002729

FURUNO

Integrated Report 2025

CHALLENGE the INVISIBLE.

FURUNO contributes to the realization of a safe, secure, and comfortable society by “making the invisible visible” such as “conditions under the sea and around ships,” “accurate time,” and “people’s health conditions.”

Editorial Policy

- **Publication of this Integrated Report**

This report summarizes financial and non-financial information to help stakeholders understand our growth and corporate values, newly showing our business strategy, management capital and cash allocation policy. It will be revised as necessary by responding to the valuable opinions and requests from our stakeholders.

- **Scope**

The FURUNO group (36 consolidated companies), but some data covers only Japanese group companies.

- **Publication Date**

September 2025

- **Disclosure**

Disclosure

Investor Relations Site
https://www.furuno.co.jp/en/ir/
(Annual securities reports, financial statements, etc.)

Financial Information

Non-Financial Information

CSR / Environment Site
https://www.furuno.co.jp/en/csr/
Social, environmental, and governance information.

- **Period**

March 1, 2024 to February 28, 2025, with updates after March 2025.

- **For inquiries**

FURUNO ELECTRIC CO., LTD.
9-52 Ashihara-cho, Nishinomiya City, Hyogo
662-8580, Japan

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<About the FURUNO logo>

FURUNO

A fairly deep blue was selected as the corporate color. It represents the color of the Earth and expresses an image of the business field across the entire world.

<About the FURUNO mark>

Our corporate mark represents:
1. The first letter of the company name “F(f).”
2. The directional pattern of the ultrasonic transducer of our original fish finder.
3. Two fishes with their tailfins intertwined.

FURUNO continues to serve society

In 2025, our Group reached a major milestone by achieving the 2030 targets of our corporate vision "FURUNO GLOBAL VISION 'NAVI NEXT 2030'"—¥120 billion in sales and a 10% operating profit margin—ahead of schedule. This reflects the steady results of our long-term efforts.

To realize this vision, we focused on improving profitability and sustainable growth. In Phase 1, we streamlined production and development processes, enhanced quality, and reduced loss costs. These efforts strengthened customer trust and improved our responsiveness to market changes.

We also enhanced profitability in maintenance services and captured replacement demand, offering value across the vessel lifecycle and building a stable revenue base. These initiatives helped us exceed our original targets.

Our success is grounded in "Genba-shugi," a philosophy passed down since our founding in 1948. Based on the belief that "the answer lies in the field," it emphasizes listening directly to customers, identifying core issues, and uncovering new value.

This mindset remains central across all our business areas—from marine to industrial and defense—where we stay close to the front lines and shape solutions that truly meet customer needs. "Genba-shugi"continues to be the foundation of our strength and identity.

In 2025, our fish finder, first commercialized in 1948, was recognized as an "IEEE Milestone," acknowledging our contribution to the modernization of fisheries and our long-standing technological development.

Looking ahead, we are reexamining our corporate identity with a focus on building a people-centric organization. Empowering employees and fostering a culture of mutual growth will be key to our future competitiveness. We will further promote health management, learning opportunities, workplace fulfillment, and diversity.

We are grateful for our past achievements and are now focusing on the path ahead. To sustain our current performance and drive further growth, we are developing our next Mid-term Management Plan. As part of this process, we are reassessing FURUNO's future direction and will communicate it clearly to our stakeholders.

FY2025 marks a new step forward as we reflect on our journey so far. As a company committed to delivering essential solutions, we aim to contribute to a sustainable society and continue earning the trust of our stakeholders.

Management Principles

1. **A company exists to serve society**
2. **Its management must be creative**
3. **The happiness of its employees comes with the growth of a company**

We, FURUNO group, feel it is our role to contribute to society by creating new value, which is clearly stipulated in our management principles and is regarded as our most important value to observe.

Yukio Furuno
President and CEO

Review of FY2024 under Phase 2 of the Mid-term Management Plan

Our recent achievements are driven by company-wide efforts under the corporate vision "NAVI NEXT 2030," launched in 2019. Phase 2 of the Mid-term Management Plan, started in FY2023, focuses on profitability, sales growth, and sustainable management. FY2024, the mid-point of Phase 2, saw us achieve our 2030 targets—¥120 billion in sales and a 10% operating profit margin—ahead of schedule. While external factors helped, this success reflects our ability to adapt and execute effectively.

To improve profitability, we continued reducing quality- and inventory-related costs, maintained appropriate pricing, and began reviewing supply chain efficiency.

In sales expansion, we captured demand in the merchant marine market through stronger supply capacity and local sales. We also secured replacement projects, expanded maintenance services by utilizing our global network, and enhanced our technical workforce.

Beyond marine, our defense business grew with increased orders driven by domestic policy, while GNSS time synchronization products expanded in overseas telecom markets, contributing to new revenue streams. These multifaceted initiatives have supported revenue growth and contributed to the early achievement of our 2030 targets.

In sustainability, we prioritized human capital, promoted D&I, conducted engagement surveys, and launched leadership development programs.

Environmentally, we accelerated GHG reduction, aligned climate strategy with business goals, and began Scope 3 emissions tracking and supplier engagement.

FY2025, the final year of Phase 2, is focused on deepening past initiatives. While FY2024 delivered strong results, challenges remain. We will assess these carefully, act swiftly on areas for improvement, and continue enhancing management quality.

To ensure a smooth transition to the next Mid-term Management Plan, we will strengthen collaboration across all levels. By solidifying the foundation built in Phase 2, we aim to advance toward the next stage of sustainable growth and greater corporate value.

Growth Direction for the Next Mid-term Management Plan — Deepening of DX (Digital Transformation)

FURUNO is advancing the formulation of its next Mid-term Management Plan, with DX as a key growth driver. Our DX initiatives go beyond operational efficiency, aiming to solve social issues and achieve sustainable growth. Centered on "Marine DX," we connect global maritime equipment and users through digital technologies, leveraging ocean data to protect marine resources and livelihoods. In fisheries, we promote sustainable practices through advanced data utilization. In merchant shipping, we support safety and efficiency via remote monitoring and autonomous navigation R&D.

Internally, we are optimizing design, development, and manufacturing processes through PLM (Product Lifecycle Management) and smart factory initiatives

In January 2025, we established the DX Business Department to accelerate cross-functional digital service development. Guided by our vision "Challenge the Invisible," we aim to support customer DX and contribute to a sustainable society through innovative solutions.

Action Guidelines

Face the future

While looking firmly ahead to the future and clarifying our ideals and vision, we strive to realize them.

Strive to be the best

We seek to achieve the highest level of quality at all times in all our corporate activities.

Be persistently original

Since the inception of our company, creativity has been regarded as our identity. We shall further strengthen our stance on creativity in all business segments.

Be sincere

We engage with society with utmost sincerity.

01 Sources of FURUNO's Value Creation

Journey of Challenge and Growth

1974:
Established FURUNO NORGE A/S.

1938~

Contributed to the efficiency of postwar Japanese fisheries and increased fish catches

Achieved the world's first practical application of a fish finder

In 1938, Kiyotaka Furuno founded a radio repair shop in Nagasaki. He and his brother Kiyokata later developed the world's first practical fish finder in 1948, aiming to modernize fisheries.

1970~

Promoting the modernization of fisheries to the world

Global Recognition of FURUNO

FURUNO began full-scale global expansion in the 1970s, winning NMEA awards for fish finders (1972) and marine radar (1977). The first overseas subsidiary was established in Norway.

1980~

Entered the pleasure boat and merchant vessel markets

Expanded as a comprehensive marine electronics manufacturer

Using fishing vessel technology, FURUNO expanded into merchant and pleasure boat markets, growing as a marine electronics manufacturer. Listed on the Osaka Stock Exchange in 1982.

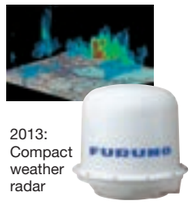
Sales location: 5 domestic companies, 33 overseas companies

Service location: 56 locations worldwide

(As of February 28,2025)

1995:
Developed the Integrated Bridge System (IBS).

2005:
Biochemical analyzer
(Model: CA-400)



2013:
Compact
weather
radar

FURUNO GLOBAL VISION
NAVI NEXT 2030

1990~

Expanded product lineup for the merchant vessel market

Achieved global niche leadership in fisheries, merchant vessels, and pleasure boats

In the 1990s, FURUNO developed the IBS for centralized ship system control. Commercial sales grew, securing global niche leadership alongside fisheries.

2000~

Expanded marine technology into new fields such as automotive and medical devices

Challenge new fields of business

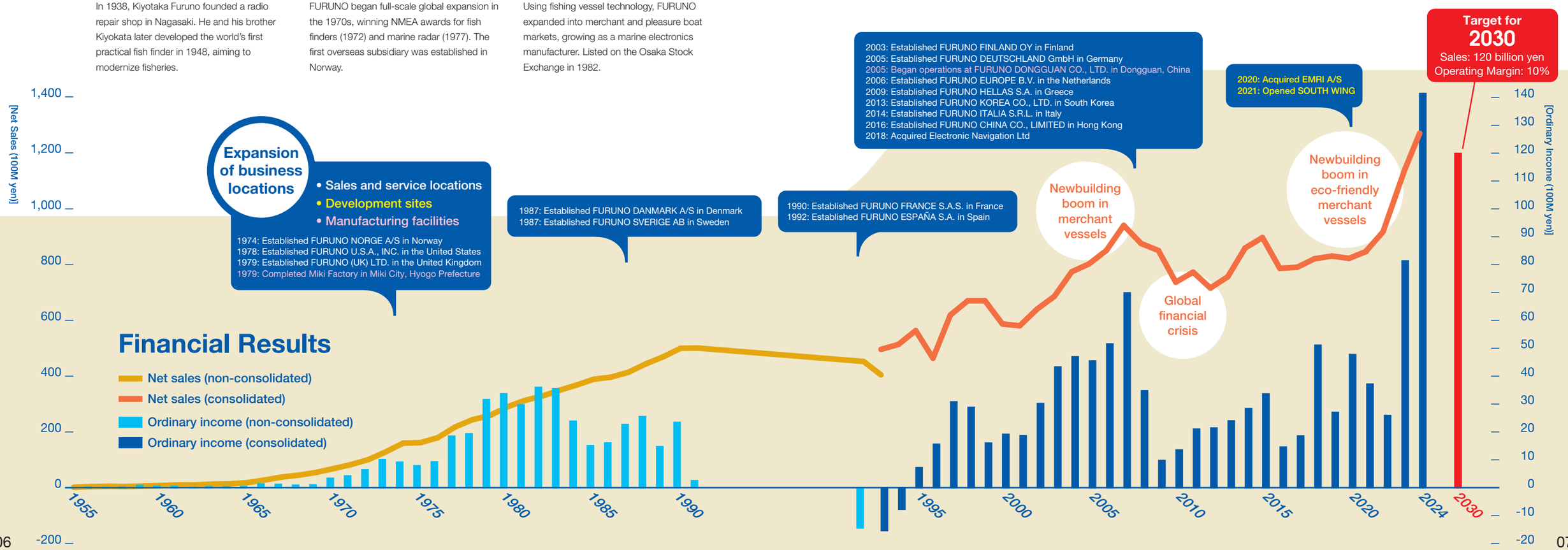
Developed ITS and medical devices using marine technology. Deployment of frequency generators for terrestrial digital broadcasting accelerated. And expanded marine solutions like satellite communications.

2020~

Enhancing business value through our management vision

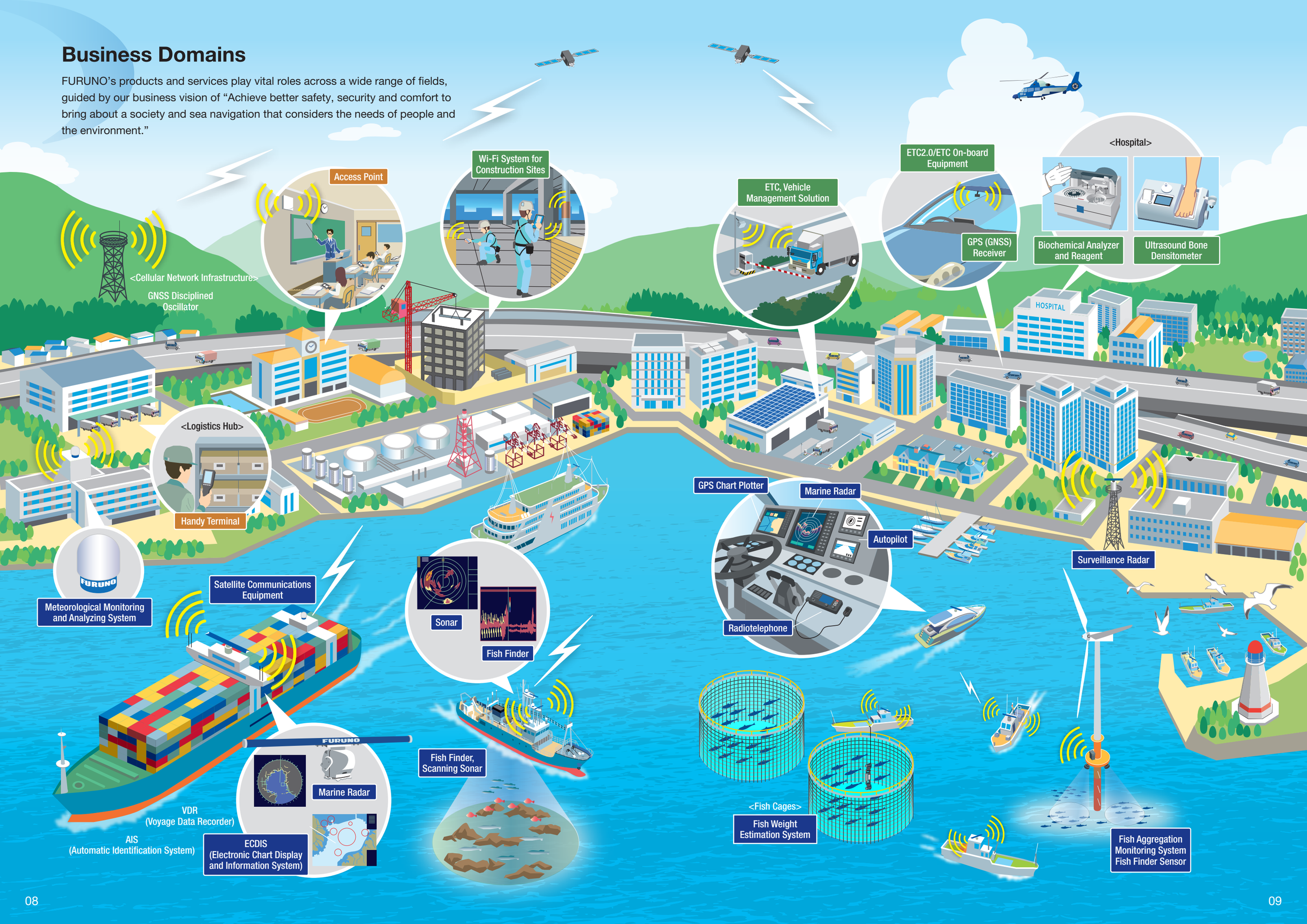
Practicing sustainable management

Under our business vision, we are committed to enhancing the value we deliver to customers through our existing businesses, while also fostering new businesses in adjacent domains. To realize this vision, we have defined the desired qualities of our human resources and corporate culture by 2030, and are advancing human capital management accordingly.



Business Domains

FURUNO's products and services play vital roles across a wide range of fields, guided by our business vision of "Achieve better safety, security and comfort to bring about a society and sea navigation that considers the needs of people and the environment."



FY2024 FURUNO At a Glance

Financial Data

Net sales
¥126.9 B

Operating income
¥13.1 B

Overseas sales ratio
70%

Sales by segment
Wireless LAN Systems·Handy Terminal
Defense Equipment
Industrial
Marine 86%

Global share of merchant vessels radar
FURUNO
World No.1
43%

Net assets
¥72.6 B

Ratio of ordinary income to shareholders' equity
21.3%

KPI in Phase 2 Mid-term Management Plan: 10% or more

PBR
Stock Price / BPS
more than 1.0

BPS= net assets per share

Dividend / Payout ratio
¥110
30.3%

Non-financial Data

Overseas bases
23 Countries and regions
33 Locations
(Overseas Group Companies)

Number of employees
Consolidated 3,368
Overseas employees 1,232
(as of the end of FY2024)

CO_2 emissions (Scope 1+2)
2.6 kt

Patents
1,207
As of February 28, 2025

Ratio of male and female managers
93:7
*non-consolidated

Percentage of locals in key overseas positions
77%

Health management White 500 consecutive years
7 years
2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

Male employees taking childcare leave
49%
*non-consolidated

The Value Creation Process of FURUNO

FURUNO will continue to realize the resolution of social issues and its own growth by achieving our management principles "A company exists to serve society," "Its management must be creative," "The happiness of its employees comes with the growth of a company."

INPUT

Financial Capital
Stable Financial Base
- Sound financial position (Net asset: 72.6 billion yen)
- Equity ratio: 58.4%.

Human Capital
Human resources with diverse values and skills
- Global human resources
- Number of consolidated employees: 3,368 (Domestic: 2,136, Overseas: 1,232)

Knowledge Capital
Technological development capabilities that have contributed to marine business
- Core technologies: "Underwater acoustics" "Wireless communication" "Satellite positioning" and "Marine Radar"
- Overseas development bases: 4 companies

Social Relationship Capital
Local×Global Partnership
- Sales territories in more than 90 countries
- Sales offices: 5 in Japan, 33 overseas
- Service locations: 56 worldwide

Manufacturing Capital
Stable quality that is trusted by customers
- Production bases in Japan and China
- Capital expenditure: 4.9 billion yen, experimental boat: 3

Natural Capital
A rich relationship between the ocean and people

BUSINESS MODEL

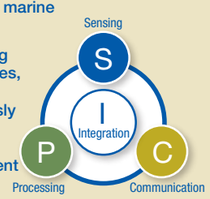
"Genba-shugi"*

Conversations with customers all over the world to uncover technological development needs (seeds)
*See p.2

Technological development capability (SPC&I)

Leveraging core technologies to promote their application in new areas such as the digital transformation (DX) of the marine industry

For existing technologies, we continuously strive for quality improvement



Development of Human Resources and Respect for Diversity

Development of human resources who can make decisions, act on their own, and create value

Diverse human resources with D&I

Aiming to solve social issues.

- Preventing marine accidents and marine pollution
- Protection of fishery resources
- Support for aging seafarers and fishermen, and the reduction of labor shortages
- Improving people's health and well-being
- Contributing to solutions to preventing severe flood damage
- Environmentally friendly products
- Coexistence and co-prosperity with local communities

Marine Business

- Business enhancement and creation through digital utilization
- Business optimization through regional and external collaboration

Industrial Business

GNSS, ITS, Healthcare
- Resource allocation to high-potential growth areas
- New business development through broad partnerships
- Expansion of overseas sales ratio

Defense Equipment Business
- Synergies through alignment with Ministry of Defense initiatives and collaboration between Marine and Industrial Divisions

Wireless LAN Systems Business

- Creating new businesses leveraging core wireless communication technologies
- Enhancing network business by utilizing strong market share in the educational sector

FURUNO GLOBAL VISION "NAVI NEXT 2030"

Business Theme: Challenge the Invisible.

Management Principles

A company exists to serve society
Its management must be creative
The happiness of its employees comes with the growth of a company

OUTCOME

The Society that FURUNO realizes

Achieve better safety, security, and comfort to bring about a society and sea navigation that considers the needs of people and the environment

Marine
[For Merchant Vessels] For safe and efficient navigation
[For Fishing Vessels] For safe fishing and sustainable use of fishery resources
[For Pleasure Boats] For safe and comfortable boating

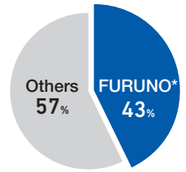
Land
[Healthcare Business] Healthy living
[ITS/GNSS] Safe and Convenient
[Wireless LAN] Comfortable wireless connection

OUTPUT

FURUNO's global niche-top products and services

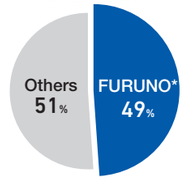
Marine Offering equipment for a wide variety of ships, from large merchant vessels, to fishing boats and recreational boats.

For Merchant Vessels: Global share



*Radars for merchant vessels (2023)

For Fishing Vessels: Global share



*Our calculations based on sales data from various companies

Land Offering equipment, such as GPS (GNSS) and ITS (intelligent transport systems) products to realize a comfortable society

FURUNO's Management Capital

Knowledge Capital

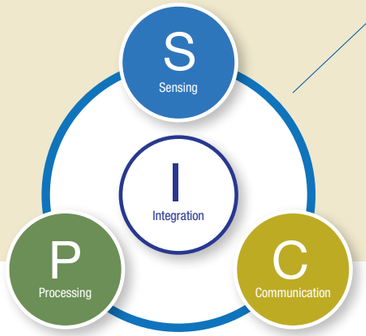
Technological development capabilities that have contributed to marine business

BUSINESS MODEL

Technological development capability (SPC&I)

FURUNO contributes to the advancement of marine business by applying its core technologies—Sensing, Processing, and Communication—alongside business-acquired knowledge and expertise. By visualizing the invisible, such as underwater conditions, accurate time and human health, FURUNO aims to achieve better safety, security, and comfort to bring about a society and sea navigation that considers the needs of people and the environment. R&D is guided by strategic roadmaps, with close collaboration between the R&D and IP departments from the early stages, aiming to generate valuable intellectual property for future business.

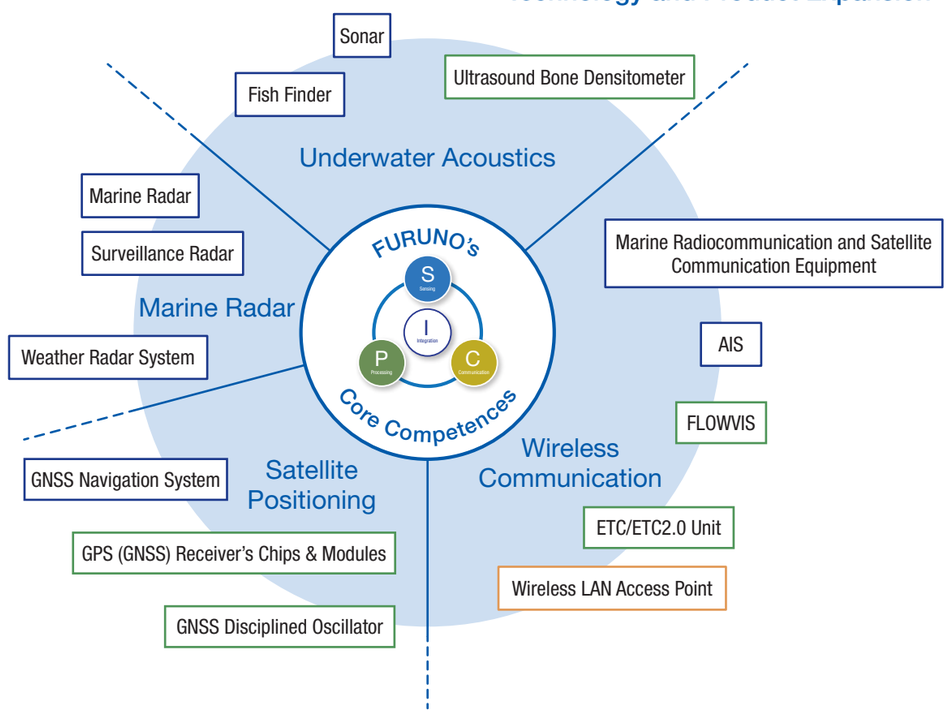
Challenge the Invisible



FURUNO's Core Competences

SPC&I represents the source of the value we provide. By the **Integration** of knowledge, experience, skills, and know-how with our core technologies of **Sensing**, **Processing**, **Communication**, we provide a variety of solutions that are useful to our customers.

Technology and Product Expansion



Application of Technologies and Business Expansion

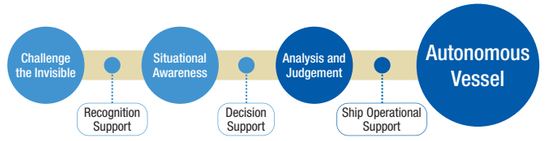
FURUNO's GNSS business has grown from its marine positioning expertise, starting with Loran receivers in the 1950s and GPS development in the 1980s. The company led early innovations, including a marine GPS with PPS output in 1989. Over time, FURUNO expanded into land-based applications and adopted multi-GNSS support, including Galileo and QZSS, applying its technology to transportation, industry, and communications. Recently, it has focused on GNSS modules for time synchronization, meeting rising infrastructure demands. These modules offer world-class accuracy of 4.5 nanoseconds (1σ) and high durability, earning the top market share in Japan.

R&D Building where Value Co-creation Begins

On December 1, 2021, FURUNO launched operations at its new R&D building, SOUTH WING, located south of the headquarters. Emphasizing creativity in research and development, the facility brings together top engineers and previously dispersed teams to foster innovation through active collaboration. The building features open meeting spaces, focused solo work areas, and digital signage for information sharing—creating an environment that supports co-creation and idea generation.

Future Initiatives: Toward "Zero Maritime Accidents" through Autonomous Navigation

FURUNO is developing new technologies based on its expertise in marine electronics and communication to support safer and more efficient navigation, aiming to realize autonomous navigation.



1 A Recognition Support system, which makes use of marine electronic equipment and unique sensor technology to provide a better understanding of the surrounding situation.

2 A Decision Support system that analyzes collected data and helps the operator avoid dangerous objects based on enhanced situational awareness.

Fleet operation center established in July 2024 at FURUNO's head office and its booth to support navigation of specific vessels

Fleet operation center

FURUNO is participating in the "MEGURI2040" unmanned vessel project led by The Nippon Foundation, and has established a Fleet operation Center at its headquarters to remotely assist multiple ships. FURUNO is working toward the goal of 50% unmanned vessel operation in Japan by 2040.

FURUNO's Management Capital

Knowledge Capital

Technological development capabilities that have contributed to marine business

Intellectual Property Policy

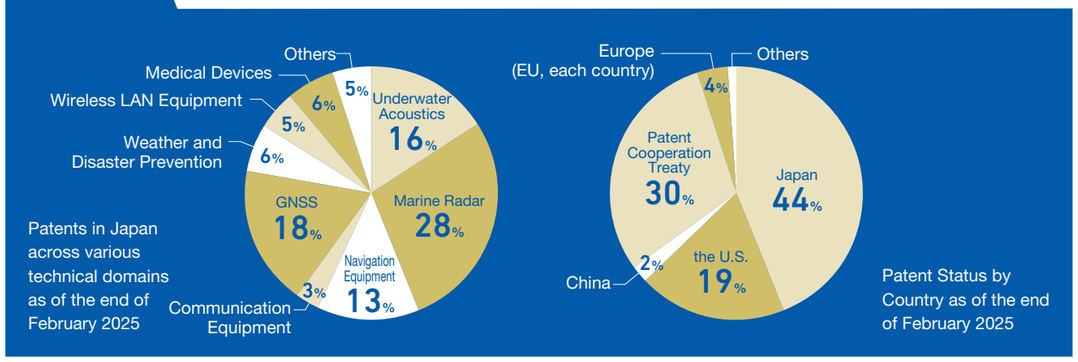
Patents are the result of researchers' creativity, and people are the source of intellectual property. FURUNO encourages innovation through incentives such as application and achievement rewards, and invention awards. The company also promotes patent awareness and nurtures its technology culture through dedicated training programs in technology and intellectual property.

Intellectual Property Protection

Intellectual properties are important assets for business management upon which the corporate values are to be enhanced. Based upon our intellectual property strategy which is closely intertwined with our business strategy, we strive to obtain intellectual properties that are universally beneficial, in order to cultivate these important assets. Should our intellectual property rights be infringed, we would resolve to take unyielding actions, inclusive of legal measures. Also, while duly respecting the intellectual property rights owned by other companies, we are determined to claim our legitimacy accordingly with legislation of each country against unreasonable claims or exercises of rights.

Patent Status

The status of its patent applications and holdings from two perspectives: by technical field and by country of application.



Internal Invention Awards

FURUNO has implemented an internal incentive system to reward employees for intellectual property creation, including awards like the Best Invention and Most Prolific Inventor.

External Recognition

Major Awards in FY2024

Japan Electronics and Information Technology Industries Association (JEITA)
Commendation for Distinguished Service in the Electrical Industry
- Research in ultrasonic technology and advancement of the marine industry

Hyogo Prefecture
FY2024 Kinki Region Invention Award – Chairman's Award from the Hyogo Invention Association
- Underwater detection device and bubble detection method

IEEE (Institute of Electrical and Electronics Engineers)
Recognized as an IEEE Milestone
- Fish Finder

In 1949, we became the first in the world to commercialize a fish finder, contributing to the modernization of the fishing industry.
In recognition of this achievement, we were certified by the IEEE Milestone.

*IEEE (Institute of Electrical and Electronics Engineers) is the world's largest professional association for electrical, electronics, information, and communication technologies, headquartered in the United States.

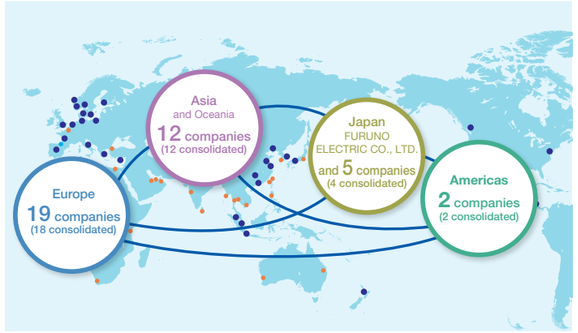
Social Relationship Capital × BUSINESS MODEL "Genba-shugi"*

Local×Global Partnership

See p.2

FURUNO began in Nagasaki, expanded across Japan, and established its first overseas subsidiary in Norway in 1974. Today, it operates globally, serving fishing, commercial, and leisure marine markets close to customers worldwide.

Global Network



●Subsidiaries and Representative Offices
●Affiliated Companies ●National Distributions

Sales in over **90** countries / **5** domestic offices, **33** overseas subsidiaries / Service network in **56** locations worldwide

"Genba-shugi"*

Coined by FURUNO's founder, Genba-shugi means "answers are found in the field." This hands-on philosophy continues to guide employees worldwide.

Living the Spirit of Genba-shugi

A.M (FURUNO ESPAÑA S.A.)

Since 1985, I have joined tuna fishing vessels and experienced months-long voyages at sea. Through these demanding journeys, I have gained deep insight into fishing practices, the mindset of fishermen, and vessel operations. My field experience has been directly reflected in product development—especially in FURUNO's acoustic equipment—where real-world perspectives help shape solutions that truly meet customer needs.

Maintaining and Enhancing Global Service Quality

FURUNO ensures optimal performance of its marine electronics through proper installation, configuration, and user training. Service engineers are trained under standardized guidelines, and overseas subsidiaries actively conduct workshops for shipyards and end-users. Additionally, engineers from around the world are invited to Japan annually for technical training on new products and maintenance.

FURUNO's Management Capital

Natural Capital

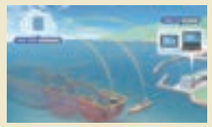
A rich relationship between the ocean and people

FURUNO promotes digital transformation in fisheries and leads ocean sustainability projects, fulfilling its responsibility as a company nurtured by the sea.

Smart Fishing — For a Sustainable Fisheries Industry

The fisheries industry is facing various challenges, such as declining fish population and changes in the ecosystem due to changes in the marine environment. FURUNO is promoting smart fisheries that utilize data obtained from fishing vessels at various fishing sites to realize resource management fisheries, including improving the efficiency of fisheries operations.

Stationary Net Monitoring System



By transmitting acoustic echoes and other information to the cloud from measurement buoys, fishermen can view fish and net responses and other information anytime and anywhere with a PC or tablet or tablet, to determine the optimal timing for leaving port and landing nets.

Data Collection System for Vessels

The system shares real-time fishing data and supports collaboration with cooperatives and research institutions, helping improve efficiency, boost catches, and promote resource-managed fisheries.

Aquaculture Support — For a sustainable Fish-eating Culture

As the depletion of marine resources becomes a global issue, there is a need for sustainable fishing, and aquaculture is supplementing these needs. We believe that FURUNO can contribute to this effort by developing an aquaculture support business.

FURUNO's Initiatives

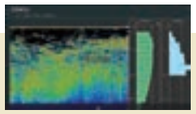
We can now quantify the ecological behavior of fish by analyzing sensor data such as depth of distribution, swimming speed, fish body composition, and water temperature in the fish cage.

Aqua Scope, a service for aquaculture management

In January 2024, we released Aqua Scope, a service for aquaculture farmers that integrates and displays data necessary for aquaculture management, as a new function linked to our fish weight estimation system.

Visualizing the inside of a fish cage (Norway)

Together with our subsidiary FURUNO NORGE A/S, we are conducting cutting-edge research and development, promoting field tests and information exchange. In 2023, we exhibited a new sensor using ultrasonic waves, which can constantly monitor average fish weight, depth of distribution, and swimming speed.



Echo-image inside of a fish cage

Maritime DX

DX-Certified Business Operator

FURUNO was certified under METI's DX Certification Program for its efforts in promoting maritime DX based on the vision "Challenge the Invisible." We will continue driving DX for new business creation, manufacturing optimization, and talent development.

About the Program

This certification recognizes companies advancing DX in line with METI's Digital Governance Code.

Sea pulse to the future

By revealing the countless treasures of the Sea, we aim to foster a **love** for it.
This love will inspire us to **protect** it.
If everyone contributes in their own way, the Sea and its life will be safeguarded,
ensuring a bright future for all.

Check our website.

Three Themes of FURUNO's Initiatives

Theme 1: Spreading Love for the Sea

We engage in educational activities to help people appreciate the ocean.

Case 1: Official Furuno Ambassador "Captain Sakana", A.k.a. the Fish Bro.

Together with our ambassador, we host fun fish-themed quiz shows and workshops at schools and shopping centers to share the joy of the ocean with children.

Scenes from the event held at MUJI.

Theme 2: Protecting the Sea

We collaborate with external partners to address marine issues.

Case 2: Discussing Marine Plastic with High School Students

About 95% of marine debris sinks. As a company nurtured by the sea, we see this as a key issue. We shared our efforts to track waste in Osaka Bay and introduced our technology to students. Each school held discussions to explore ideas.

Collaborated with Osaka Prefecture and Osaka University to discuss marine waste issues with five high schools in the Keihanshin area.

Theme 3: Shaping the Future of the Sea

We use advanced technology to visualize underwater waste and build a sustainable marine future.

Case 3: Zero Ocean Waste Osaka

Starting February 2025, FURUNO joined forces with Osaka Prefecture and Osaka University to clean up Osaka Bay under the concept of "Zero Ocean Waste." By contributing our marine expertise and technology, we aim to help realize the "Osaka Blue Ocean Vision" to eliminate new marine plastic pollution by 2050.

Scenes from the project signing ceremony.

02 Toward Sustainable Growth

Corporate Vision

FURUNO Group aims to remain a company that contributes to society under the vision of "Ocean 5.0." To achieve this goal, we have identified FURUNO's materiality and are committed to delivering value that integrates both social and corporate value. With 2030 set as a milestone, we formulated our corporate vision "NAVI NEXT 2030" and have implemented specific initiatives through our Mid-term Management Plan.
We are pleased to report that we have already achieved our sales and profit targets for FY2030 ahead of schedule. In FY2025, we will reset our targets and formulate a new Mid-term Management Plan for Phase 3.

Employees | Local Community | Customers | Suppliers | Shareholders | Environment

Management Principles
- A company exists to serve society
- Its management must be creative
- The happiness of its employees comes with the growth of a company

Business Theme
- Challenge the Invisible

Action Guidelines
- Face the future
- Strive to be the best
- Be persistently original
- Be sincere

Business Strategy P.30

Human Capital Strategy P.38

Business Vision

Achieve better safety, security and comfort to bring about a society and sea navigation that considers the needs of people and the environment

Human Resources and Corporate Culture Vision

VALUE through GLOBALIZATION and SPEED

Value - Creating greater value together
Globalization - Comprehensive globalization
Speed - Quick and agile decisions and action

FURUNO GLOBAL VISION
NAVI **NEXT** 2030

2050
Ultra Long-term Policy
100-year Company VISION
Ocean Gift for All

FY2030
All Phases completed Growth Targets for FY2030

Consolidated Net Sales:	¥120B
Operating Margin:	10%
New Business Composition Ratio:	30%

Mid-term Management Plan

The realization of "NAVI NEXT 2030" will be divided into the above three phases.

Phase 3 Transform
FY 2026 - 2030
Realize an appropriate corporate scale, profitability and business structure

Phase 2 Connect
FY 2023 - 2025
Take action toward building a profitable structure and the pillars of our technologies and businesses

Phase 1 Advance
FY 2020 - 2022
Procure resources and strengthen our capabilities by improving the structure of our businesses

Marine and global environmental conservation | Community | Preservation and utilization of management infrastructure for business promotion

FURUNO's Materiality for Sustainable Growth

Ultra Long-term Policy

Ocean Gift for All

100-year Company VISION

FURUNO has set forth its 100-year Company VISION "Ocean Gift for ALL" as its ultra long-term policy for the year 2050, which coincides with FURUNO's 100th anniversary. For the purpose of visualizing our aspirations for the future, we have imagined the future society "Ocean 5.0" for the year 2050. Our goal is "to create a future in which all living things benefit from the ocean's blessings and, in return, give back to the ocean."

A future society that FURUNO has imagined in which we would live in 2050

Ocean 1.0 — Explore — Discovering the Benefit

Ocean 2.0 — Utilize — Sailing out

Ocean 3.0 — Control — Domination

Ocean 4.0 — Sustain — Search for Sustainability

Ocean 5.0 — Coexistence and Co-Prosperity with the ocean — Create a future in which all living things benefit from the ocean's blessings and, in return, give back to the ocean

Themes that FURUNO would like to contribute to in the OCEAN 5.0

Maritime Data

Utilize the data collected from the seabed to the surface of the ocean.

Economic Value
Foster businesses such as disaster prediction and weather forecasting by collecting ocean-related data.

Social Value
Enhance maritime safety and security through effective data utilization.

Maritime Distribution

Making the ocean a safer, freer place for trade.

Economic Value
Enhanced logistics with improved economic efficiency in marine distribution.

Social Value
Eliminate accidents and distress at sea, creating a society where everyone can safely and securely participate in marine distribution.

Marine Resources

Delicious seafood for everyone, forever!

Economic Value
Achieve a fishery where everyone can consistently enjoy high-quality seafood.

Social Value
Achieve a sustainable ocean that negates the risk of marine life extinction and protects biodiversity.

*Values here are intentionally the same as "Marine Biodiversity"

Marine Disaster

Preventing disasters at sea and on land.

Economic Value
Develop disaster prevention businesses by analyzing data from both land and sea.

Social Value
Create a society where everyone is safe amidst increasing disasters and extreme weather events and where everyone can adapt to an uncertain future.

Marine Environment

Appreciate the blessings of the sea and fulfill our responsibilities.

Economic Value
Develop businesses focused on preventing marine pollution and achieving a sustainable ocean.

Social Value
Benefit from the ocean while making it sustainable and abundant.

Marine Biodiversity

Passing on the rich biodiversity of the ocean to the future.

Economic Value
Achieve a fishery where everyone can consistently enjoy high-quality seafood.

Social Value
Achieve a sustainable ocean that prevents the risk of marine life extinction and preserves biodiversity.

*Values here are intentionally the same as "Marine Resources"

Maritime Health and Lifestyle

Freeing people from fear of the ocean and making it a comfortable place to live.

Economic Value
Develop businesses that foster new living spaces on the sea.

Social Value
Create a society where mankind can live safely and securely on the ocean, realizing a lifestyle of freedom.

Special website
FURUNO Ocean 5.0
https://future-vision.furuno.co.jp/en/

For the latest information, please visit the website.

Basic Policy for Sustainability/Materiality

Basic policy for Sustainability

Contributing to a sustainable environment and society, aiming for continuous growth and enhanced corporate value.

At the FURUNO Group, our founding principle is "A company exists to serve society," which serves as the Management Principles.
Guided by this philosophy, we create new value to contribute to a sustainable environment and society, aiming for continuous growth and enhanced corporate value. We remain committed to identifying meaningful value, generating revenue through it, and reinvesting in future challenges and growth. By maintaining this virtuous cycle, we embody our vision of sustainable management.

FURUNO's Materiality for Sustainable Growth

Materiality Identification Process

FURUNO reviewed the 169 targets contained within the 2030 Agenda for Sustainable Development, as well as various social issues within the fisheries and marine transportation industries. FURUNO then selected issues to be addressed for sustainable growth in consistency with its management philosophy and corporate vision "NAVI NEXT 2030".

Marine and global environmental conservation

Elements	Initiatives	Actions	Achievements in FY2024
Prevention of marine accidents and pollution	• Avoid collisions through autonomous navigation • Prevent pollution caused by maritime accidents	• R&D activities through participation in MEGURI2040	• MEGURI 2040 Autonomous Ship Project: Fleet Operation Center for remote operation of multiple vessels completed
Protection of fishery resources and response to increasing food demand	• Support for managed fisheries using catch information • Support for increasing aquaculture fish production	• Practical application of monitoring set-netting system, collaboration with fishermen's cooperatives • Supporting Aquaculture Farmers	• Launch of stationary net monitoring system • Release of aquaculture management service "Aqua Scope" to enhance fish farming operations
Environment-friendly production	• Create products based on the "preservation of the global environment," "formation of a recycling-oriented society," and "maintenance of biodiversity."	• Setting GHG reduction targets and taking action • Reducing power consumption in the development process • Reduction of materials, waste in factories	• Disclosure of Scope 1–3 CO_2 emissions in line with GHG protocol guidance • Transition to renewable energy-based electricity • Installation of EV charging stations for company vehicles

Preservation and utilization of management infrastructure for business promotion

Elements	Initiatives	Actions	Achievements in FY2024
Promotion of Diversity & Inclusion	• Develop diverse human resources, and enhance more productive work styles	• Formation of a dedicated organization for D&I promotion • Conduct company-wide training	• Recruitment website relaunched: "An adventure to visualize the invisible" • Earned 2 stars Eruboshi certification • Conducted leadership training for women and diversity management training for managers
Utilization of DX	• Harnessing digital technology to create new business opportunities • Streamlining operations • Nurturing digital talent	• Building a comprehensive marine data platform • Expanding and enhancing our global service network • Deploying FURUNO's Product Lifecycle Management (PLM) system • Developing DX-skilled personnel to lead future innovation	• Certified as a "DX-certified business operator" • Launch of a special website for FURUNO's Marine DX • Initiated real-ship services through data platform collaboration with other companies
Utilization of intellectual assets	• Strengthen corporate competitiveness by acquiring and utilizing intellectual property	• Preventing patent infringement through examination • Intellectual property portfolio expansion to support new business • Strengthening of overseas intellectual property rights	• Filed patents related to new businesses, AI, and IoT • Established an employee invention system at overseas subsidiaries • Conducted intellectual property discovery and patent filing
Corporate governance	• Implement governance that pursues legality, appropriateness, efficiency, and risk management, while being accountable to stakeholders	• Governance structure to enhance management and execution functions • Ensuring the effectiveness of the Board of Directors and the Board of Corporate Auditors • Development of a risk management system including sustainability	• Self-evaluation and improvement activities through effectiveness survey for directors • Establishment and operation of sustainability committee in collaboration with risk management committee
Sustainable procurement promotion	• Share strategies with business partners to deepen mutual understanding • Promote CSR activities throughout the supply chain	• Holding CSR study sessions for suppliers • Request for cooperation in GHG reduction	• Conducted a seminar on human rights and GHG reduction with external lecturers
Thorough security export control	• Comply and transact based on relevant laws and regulations, international economic sanctions, etc.	• Deploying the latest information to the internal organization • Cooperation with ministries	• Established screening system to respond to rapidly changing international regulations and sanctions • Began implementing rules for managing and informing about vessels subject to equipment bans

Community

Elements	Initiatives	Actions	Achievements in FY2024
Aging staff and manpower shortages	• Reduce workload with unmanned vessels, providing support for vessel operation with remote management • Support the realization of smart fisheries using data that do not rely on intuition and experience	• R&D activities through participation in MEGURI2040 • Practical application of monitoring set-netting system, collaboration with fishermen's cooperatives	• MEGURI 2040 Autonomous Ship Project: Fleet Operation Center for remote operation of multiple vessels completed • Launch of stationary net monitoring system
Coexistence and co-prosperity	• Support fishermen with sustainable fisheries • Contribute to local communities in areas such as cultural promotion and environmental preservation	• Provide offshore wind power solutions • Project: Taking the Sea to the Future	• Proposed offshore wind power and fishery coexistence through "Vissim marine management system" • Held over 15 events under the "Sea Pulse to the Future" Project • Signed partnership agreement for the "Zero Marine Waste Osaka" future creation project

Mid-term Management Plan

Mid-term Management Plan

Phase 2 "Connect"

In February 2023, FURUNO formulated the Mid-term Management Plan (Phase 2) for the three-year period from FY2023 to FY2025. In Phase 2, we will complete the measures that were not achieved in Phase 1 to improve profitability, and at the same time, we will secure profits by expanding sales. We will also promote investments for future growth to enhance corporate value. In addition, we will strive to improve the ratio of ordinary income to shareholders' equity.

Key Performance Indicators (KPI)

In FY2025, FURUNO will build a management foundation that will enable it to sustain the following.

Targets for FY2025

ROE (based on ordinary income)	Payout Ratio
10% or higher*	30% or more

*Average ROE (based in ordinary income) for FY2009 - 2017 of 6%

Main Measures

1 Improvement in Profitability

Aim to reduce costs through completing the measures of Phase 1, focusing on improving profitability by increasing the quality level, optimizing inventories, and optimizing the product development function and the comprehensive manufacturing function.

2 Expansion of Sales

Provide high-quality services through remote management, promote DX for Marine field focusing on digitalization, and invest resources in businesses with growth potential to further generate resources for investment in growth.

3 Implementation of Sustainable Management

Aim to realize sustainable management by expressing a long-term policy that will guide our future business, strengthening business creation through strategic investments, promptly commercializing new and expanding businesses, investing in human resources, and promoting diversity.

Mid-term Management Plan

Review of Phase 2 "Connect"

In FY2024, we worked on the second year of Phase 2.

Result of FY2024 the second year of Phase 2

ROE (based on ordinary income)	Payout Ratio
21.3%	30.3%

Results from the first and second years of Phase 2

1 Improvement in Profitability

We enhanced factory efficiency by promoting smart factories, shortening lead times, adjusting prices appropriately, and selecting profitable projects. We also improved quality stability and reduced loss costs through reliability assessments, while reinforcing cybersecurity and product safety systems. Although inventory valuation losses continue due to securing long-lead-time parts, we aim to optimize inventory levels to reduce such costs.

2 Expansion of Sales

In the Marine Business, we promoted service and equipment sales expansion and future growth initiatives. We added remote support to our global maintenance network and built a database of our service expertise to improve quality and efficiency. For pleasure boats, we launched strategic products and expanded sales in the U.S. We also advanced autonomous navigation and fishery-data-based cloud services. In the Industrial Business, we expanded overseas sales of time synchronization products. In Defense Equipment, we strengthened production to meet rising demand and increased sales.

3 Implementation of Sustainable Management

We launched the Sustainability Committee, chaired by the President, to strengthen governance over sustainability efforts. The committee discussed climate-related risks and opportunities, human capital initiatives, and overall sustainability governance. For climate change, we conducted a scenario analysis based on TCFD recommendations, identifying key risks and opportunities and organizing our responses. Regarding human capital, we developed a new HR Vision and implemented strategic measures to adapt to changing social and business environments.

CFO MESSAGE

Yutaka Wada
Director, Managing Executive Officer and CFO

Review of FY2024

Under our corporate vision "NAVI NEXT 2030", we are implementing Phase 2 of our Mid-term Management Plan (FY2024–FY2026), themed 'Connect,' focusing on improving profitability, expanding sales, and implementing sustainable management.
In FY2024, we achieved record-high results for the second consecutive year: net sales of ¥126.953 billion (+10.5% year-over-year), operating profit of ¥13.181 billion (+102%), operating margin of 10.4% (+4.7pt), and net income of ¥11.457 billion (+83.6%). We also reached our NAVI NEXT 2030 targets for consolidated sales and operating margin ahead of schedule.

Return on equity was 17.2% (+6.2pt), equity capital reached ¥72.186 billion (+18.3%), and the equity ratio improved to 58.4% (+5.0pt). We declared a year-end dividend of ¥75 per share, totaling ¥110 for the year.
By segment, the Marine business saw strong sales growth, especially in commercial vessels in Asia and maintenance services. The Industrial business was driven by increased sales of timing synchronization products and defense equipment. The Wireless LAN Systems/Handy terminal business posted slight growth.
As we conclude the second year of Phase 2, here is the progress on our three core initiatives:

1 Improving Profitability

We enhanced operational efficiency, product quality, inventory optimization, and development capabilities. We continue to pursue cost reductions and monitor inventory planning amid rising material costs and strong demand.

2 Expansion of Sales

We are advancing maritime DX by expanding newbuilding orders and enhancing services such as maintenance, inspections, and predictive maintenance for the growing commercial ship market.

3 Implementation of Sustainable Management

We envision the future of FURUNO beyond 2050, adapting to marine and business environment changes. We are advancing discussions and actions on demographic shifts, diversity (D&I), talent investment, and the launch of a Sustainability Committee.

Future Financial Targets

We have already achieved our Phase 2 Mid-term targets for FY2030 ahead of schedule. For FY2025, we aim to maintain the current performance level, targeting consolidated net sales of ¥127.5 billion, operating profit of ¥11.5 billion, and net income of ¥9.0 billion. As the final year of Phase 2, we will firmly advance our three core initiatives. Looking ahead, we are preparing to launch Phase 3 starting in FY2026.

Discussions are underway on an optimal balance sheet structure, including D/E ratio, equity ratio, and inventory levels, along with the introduction of ROIC-based management. We also plan to accelerate growth through strategic investments and shareholder returns, with full disclosure scheduled around January–February 2026.

Toward Improving PBR

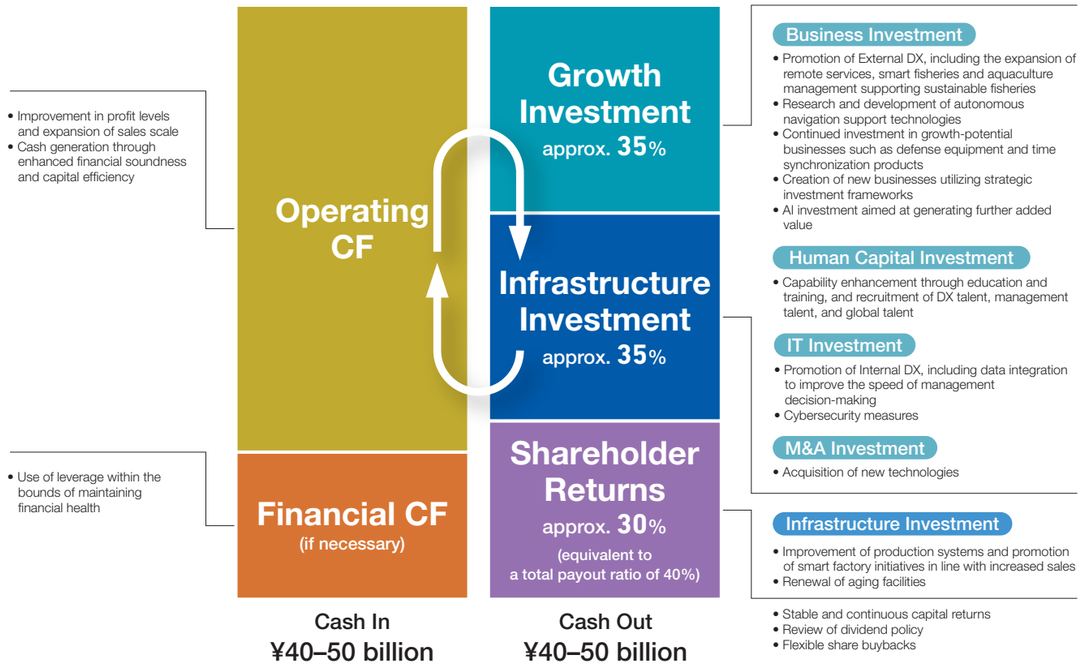
We are steadily working to enhance ROE and preparing to implement ROIC-based management focused on capital efficiency. To drive profit growth, we are developing advanced services that support maritime DX, including remote services, remote monitoring, and cybersecurity measures for marine electronics.
We will also expand our maintenance and inspection services, capitalize on equipment replacement opportunities, and pursue new businesses such as aquaculture, autonomous navigation support systems, and cloud services for fisheries data.
Despite a growing market share in the maritime sector, our PER still does not fully reflect investor expectations. We will strengthen IR and SR activities and enhance information disclosure to address this.

Growth Investment and Capital Policy

We aim to further strengthen our position as a Global Niche Top company by leveraging our technological capabilities and contributing to society. To realize our vision "Achieve better safety, security, and comfort to bring about a society and sea navigation that considers the needs of people and the environment," we will continue investing in business, talent, IT, and M&A—as well as foundational infrastructure investments. Specifically, we will focus on delivering high-quality services using digital technologies, promoting smart fisheries and aquaculture, and investing in R&D for autonomous navigation support.
We are also evaluating business profitability and concentrating resources in growth areas such as defense equipment and time synchronization products.
As part of our shareholder return policy, we aim to build a stable management foundation that supports a dividend payout ratio of at least 30%. We will pursue growth investments, internal reserves, and talent development, while also investing in IT for data integration and cybersecurity, and upgrading production systems and facilities. In addition, we will consider M&A to enhance product and service competitiveness and ensure stable, ongoing shareholder returns aligned with performance.

Cash Allocation Image for the Next Three Years

(Subject to change upon announcement of the new Mid-term Management Plan)



Business Strategy for Achieving the Corporate Vision

Marine Business

Related SDGs

Since pioneering the world's first fish finder in 1948, FURUNO has developed navigation and communication equipment to meet diverse customer needs. Today, we support safe, secure, and efficient operations across various types of vessels. Through group-wide initiatives, we pursue our vision: Achieve better safety, security, and comfort to bring about a society and sea navigation that considers the needs of people and the environment.

Kazuma Waimatsu
Marine Electronic Products Division General Manager

Our Vision for 2030

As a marine electronics-based company, we support safe navigation and promote maritime culture through innovation.

- **For Merchant Vessels** ▶ The world's most trusted partner
- **For Fishing Vessels** ▶ A manufacturer with technologies that support both efficient operations and resource management, contributing to customers, markets, and society.
- **For Pleasure Boats** ▶ A company that maximizes special moments through harmony between people, nature, and vessel spaces.

Strategic Direction for Achieving "NAVI NEXT 2030"

Strengthening and creating businesses through digital transformation
- Global expansion of vessel lifecycle support (newbuilds, retrofits, and services) combined with digitalization.
- Creating new customer value by launching data-driven products and services.

Business optimization through regional and global collaboration
- Formulating market strategies and optimizing operations by leveraging our global network.

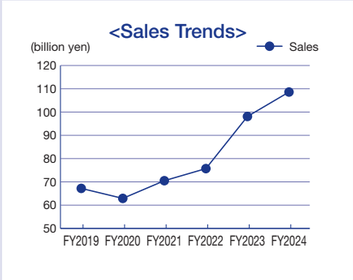
Phase 2 Mid-Term Management Plan – Initiatives to Date

<FY2023 to FY2024>

Expansion of service revenue and improvement of profit margins
- Differentiation through predictive services and promotion of remote maintenance.
- Improvement of service quality and operational efficiency through the development of a proprietary database compiling the Group's unique service expertise.

Investments to strengthen future competitiveness
- Development and demonstration testing of autonomous navigation support systems.
- Practical implementation of cloud services utilizing fisheries data.

Regaining market share in the pleasure boat segment
- Launch of strategic products and active promotion through product planning and development in North America, our main market.



Phase 2 Mid-Term Management Plan – Final Year Initiatives

<FY2025>

- Strengthening service capabilities within vessel lifecycle support through expansion of overseas personnel and increased use of remote services.
- Advancing product and service development using digital technologies to enhance customer value.
- Promoting strategic products in the pleasure boat market to drive sales growth.

Business Overview & Topics

For Merchant Vessels / Maintenance Services

For Merchant Vessels

Initiatives toward the practical implementation of unmanned vessels

1. MEGURI2040 Stage 2 will be equipped with our autonomous navigation system on three vessels: a newly built container ship equipped with unmanned navigation and engine systems, an existing container ship equipped mainly with unmanned navigation systems, and an existing remote island shipping vessel. A total of four vessels will be used in demonstration tests starting in June 2025, supported remotely by the Fleet Operation Center. FURUNO is in charge of the development of automatic navigation functions (monitoring, decision-making and planning) on the vessels and the development of the Fleet Operation Center.

2. MEGURI2040 aims to strengthen Japan's maritime industry by developing safety guidelines for unmanned vessels based on the results of the safety evaluation project for unmanned vessels and by gaining international consensus. FURUNO is contributing to the development of rules for these new instruments in addition to existing navigational instruments.

FURUNO is part of the MEGURI2040 Fully Autonomous Ship Program conducted by the Nippon Foundation.

Maintenance Service Growth Initiatives

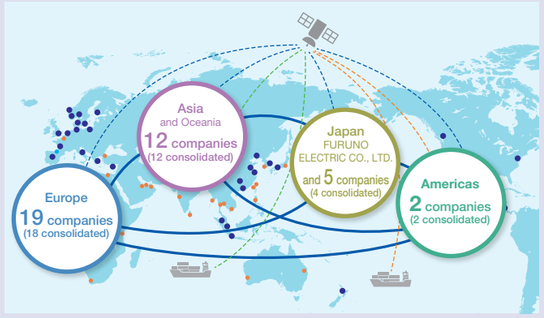
FURUNO provides a prompt and high-quality maintenance service by visiting customers' vessels around the world with 34 domestic bases, 22 overseas group companies, and numerous third-party distributors. To realize "more prompt services," we will add "remote services" to our maintenance service which is based on our global network.

Sales Growth Driven by Product Quality and Global Network

Maintenance services sales of our group continue to grow, supported by improved product quality and strong customer trust. Our focus on quality in development and manufacturing has led to more full-line installations, increasing the number of supported devices. Our global service network enables flexible, reliable support—especially in the merchant sector, where seamless coordination across bases ensures timely repairs. This structure has driven strong sales growth, particularly in Europe and Asia.

Efficient and Value-Enhancing Remote Services

To reduce delays in offshore maintenance, FURUNO developed a remote system enabling equipment monitoring, diagnostics, and updates via secure internet connections—without onboard visits. As our global service network expands, we aim to enhance efficiency and real-time support through remote services and digital transformation (DX).



● Subsidiaries and Representative Offices
● Affiliated Companies ● National Distributions

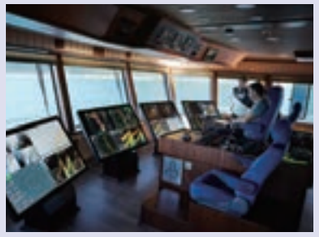
For Fishing Vessels

For safe fishing and sustainable use of fishery resources

Since our founding, FURUNO has offered electronic fishing equipment to modernize and improve the efficiency of commercial fishing. FURUNO is working to develop fisheries with resource management, through the fishery consulting capability that we have previously cultivated in countries around the world, and by providing products and services that are both innovative and optimally suited for the market.

Toward the Realization of Smart Fishery

Recent changes in the marine environment have increased the uncertainty surrounding the fishing industry. In 2023, FURUNO started to provide a "Fishery Viewing Diary" in Japan that will serve as a foundation for operational analysis, human resource development, operational planning, and stock assessment, using DX data from fish finders and tide gauges.



Fishing vessel with the latest Smart Bridge (Turkey)

For Workboats

For the safety and security of maritime operations

FURUNO contributes to the safety, security, and comfort of its customers while continuously providing innovative and reliable products to users of government ships and port marine and work vessels.

FURUNO supports government and municipal vessels

FURUNO products have been adopted by many government vessels, including patrol vessels of the Japan Coast Guard, which are responsible for maritime enforcement and rescue operations, harbor patrol vessels, which are responsible for port supervision and surveys, and training ships of various educational institutions, which train future crew members.

Photo credit: The Japan Coat Guard
(https://www.kaiho.mlit.go.jp/soubi-yosan/sentei/ship.html)

For Pleasure Boats

For safe and comfortable boating

FURUNO offers high-quality products for users of all types of recreational boats, including sport fishing boats, sailboats, and yachts. While continuing to supply innovative and highly reliable products to our users, we are expanding our efforts to enhance customer value.

Awarded NMEA Best Product of 2024 for 54 consecutive years

In 2024, FURUNO received the best products in 6 out of 18 categories by NMEA (National Marine Electronics Association). This is the 54th consecutive year for FURUNO to be honored since we received the NMEA Best Manufacturer Award in the fish finder category in FY1971. We will continue to meet the expectations and trust of marine electronics users all around the world.

Production Plant

To deliver what our customers need, when they need it, with uncompromising quality

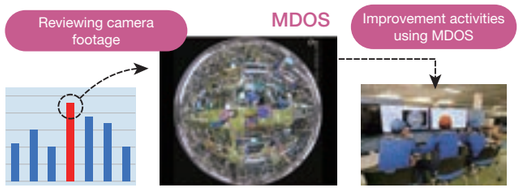
FURUNO operates its sole domestic production site for marine business at the Miki Factory.

Smart Manufacturing Initiatives

At the Miki Factory, we are advancing smart manufacturing aligned with FURUNO GLOBAL VISION "NAVI NEXT 2030." By visualizing and optimizing production processes, we aim to build a flexible, integrated factory that enables short-cycle manufacturing. Most operations are now quantified, allowing us to identify issues and monitor improvements effectively.

On-site visualization tool "MDOS"

The MDOS uses AI to extract human movement from video acquired by a 360° camera and box type camera, and automatically determines whether people are stationary or moving.



Identifying processes with large gaps between planned and actual labor hours.

Industrial Business

<Healthcare·GNSS·ITS>

Related SDGs

Based on the technology developed for marine electronic equipment, FURUNO provides equipment and services that realize safe, secure and comfortable lives in three businesses: Healthcare, GNSS (time synchronization, chips & modules) and ITS (ETC, OEM).

Yukio Nobuhiro
System Products Division General Manager

Our Vision for 2030

GNSS business
- Contributing to Stability in Transportation, Communication, and Infrastructure through Positioning and Time Synchronization Technologies.

ITS business
- Providing added value to people, goods, and mobility, and supporting global infrastructure and urban functions.

Healthcare business
- Creating Early Diagnosis Solutions to Meet Medical Needs.
- Contributing to health and welfare by offering integrated solutions of devices, reagents, and services tailored to regional characteristics.

Expanding into Land-Based Fields as a Second Core Business.

Strategic Direction for Achieving "NAVI NEXT 2030"

Resource Allocation to High-Growth Potential Businesses
- Accelerating technology development and market expansion for time synchronization products (GNSS business), a market with high growth potential.
- Creating urban traffic management and logistics solutions using ITS wireless communication technologies.

Exploring New Business through Broad Collaboration
- Formulating market strategies and optimizing operations by leveraging our global network.

Expanding Overseas Sales Ratio
- Enhancing existing overseas sales channels and further expansion.
- Strengthening overseas sales and promotion to acquire new customers.

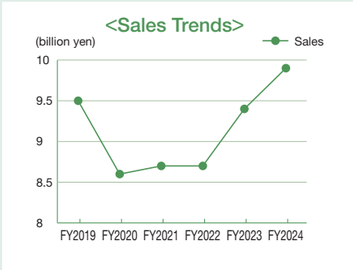
Phase 2 Mid-Term Management Plan – Initiatives to Date

<FY2023 to FY2024>

Enhancing Competitiveness and Expanding Global Reach for Time Synchronization Products
- R&D investment to improve accuracy and robustness.
- Adoption by major mobile base station manufacturers and global standard certification.

Developing Solutions for Social Challenges
- Launch of "FLOWVIS," a vehicle access management service addressing logistics issues.

Evolving the Healthcare Business Model
- Expansion of reagent business in Southeast Asia.



Phase 2 Mid-Term Management Plan – Final Year Initiatives

<FY2025>

- Further expansion of overseas customer base to grow sales of time synchronization products.
- Strengthening deployment of FLOWVIS to address logistics challenges, with proposals for collaboration with industry groups and related companies.
- Promoting investment in healthcare to expand product lineup.

Business Overview & Topics

GNSS business

Time synchronization

Using satellite signals, we provide nanosecond-to-microsecond time accuracy, supporting key infrastructure such as public safety radio, broadcasting, 5G mobile base station, and stock exchange.

Digital Terrestrial Television Transmitting Station

We exhibited as a Gold Sponsor at ITSF 2024, the world's largest international timing and synchronization conference.

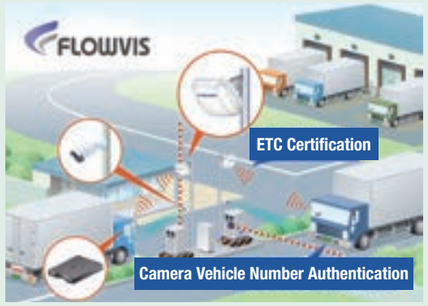
Held in Seville, Spain in November 2024, we showcased our dual-frequency GNSS receiver module "GT-100," offering world-class timing accuracy under 4.5ns (1σ) and high robustness, along with the compatible dual-frequency multi-GNSS antenna "AU-500" for enhanced precision and reliability.

ITS business

Using Intelligent Transport Systems (ITS), we connect people, roads, and vehicles through advanced ICT to address social challenges such as highway congestion. We develop, manufacture, and sell ETC2.0/ETC toll payment devices and vehicle access management services based on ETC authentication technology.

FLOWVIS (Vehicle Access Control Service)

Vehicles are reliably identified by hybrid authentication that combines ETC authentication technology with camera-based vehicle number reading. The system also contributes to logistics DX as a solution to the new Logistics Legislation ("The revised two logistics laws") facing the logistics industry by reducing truck drivers' waiting time for cargo by dispatching vehicles on premises according to berth conditions at each location.



Healthcare business

With the world's population rapidly aging and medical disparities becoming a major issue, FURUNO is applying its technologies to the medical industry to create optimal specimen testing solutions, especially for medical institutions in developing and emerging countries.

Biochemical analyzers and reagents

This medical device measures over 100 parameters, including familiar ones like blood glucose, triglycerides, uric acid, and γ-GTP. It supports diagnosis, treatment monitoring, and early detection. In Southeast Asia, FURUNO contributes to better healthcare by offering high-quality results through its devices and reagents. We aim to expand sales regions and strengthen our product lineup.

Defense Equipment Business

Related SDGs

We use core marine electronics technologies to develop defense equipment such as underwater acoustics, GNSS devices, and digital maps. To meet increasingly complex needs, we also adopt innovations like unmanned and autonomous navigation systems to provide products and services that contribute to public safety and security.

Takeshi Miyazaki
Avionics and Defense Electronics Division General Manager

Our Vision for 2030

We protect people and society through defense technologies, contributing to public safety and security.

Strategic Direction for Achieving "NAVI NEXT 2030"

Responding to Ministry of Defense initiatives and creating synergies through collaboration between Marine and Industrial divisions

- Stable continuation of existing projects, supported by increased defense budgets.
- Enhanced reliability and competitiveness through improved performance in quality, cost, and delivery.
- Expansion of order opportunities through technical and product collaboration between marine and industrial businesses.

Phase 2 Mid-term Management Plan – Initiatives to Date

<FY2023 to FY2024>

Steady Order Acquisition

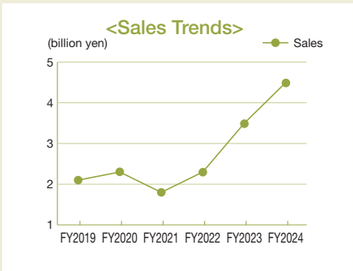
- Continued orders for GNSS and aircraft-related systems.
- Achieved adoption of a bridge system for new naval vessels through proposals based on civilian technology.

Improved Profitability and Management

- Promotion of QCD (Quality, Cost, Delivery) improvements to enhance customer trust and profit margins.

Organizational Strengthening with Business Expansion

- Ongoing review of future vision and organizational challenges.
- Enhancement of production and management systems to meet growing demand.



Phase 2 Mid-term Management Plan – Final Year Initiatives

<FY2025>

- ■ Strengthened organizational structure to improve accuracy in production planning, budget control, and process management.
- ■ Enhanced interdepartmental collaboration to boost sales of consumer products.
- ■ Reinforced production and procurement systems to accommodate increased output.

Underwater acoustic technologies

The division has begun to study low power consumption, compactness, light weight, and strong resilience against voltage of the transmitter and receiver, with a view to installing USVs or UUVs.

Wireless LAN Systems/Handy Terminal Business

Related SDGs

FURUNO provides wireless LAN access points and wireless network management systems for better Internet access. We are also developing communication systems for the IoT field that can be used in social infrastructures.

Satoshi Nakatani
FURUNO SYSTEMS Co., Ltd. President

Our Vision for 2030

"Realizing a connected and expanding society through 'Comfortable Wireless' by providing wireless expertise within standardized network infrastructure"

Strategic Direction for Achieving "NAVI NEXT 2030"

Creation of New Businesses Leveraging Core Wireless Communication Technologies

- Forming ecosystems through wireless communication to create new value and drive customers' digital transformation.
- Providing wireless systems in the IoT field to address social challenges.
- Promoting technological development through collaboration with other companies, including overseas partners.

Strengthening the Network Business (Wireless LAN Access Point Sales) Utilizing High Market Share and Track Record in the Educational Sector

- Steadily capturing demand from Next GIGA and further expanding market share.
- Exploring new growth markets beyond the educational sector.

Phase 2 Mid-term Management Plan – Initiatives to Date

<FY2023 to FY2024>

Product Development for Next GIGA

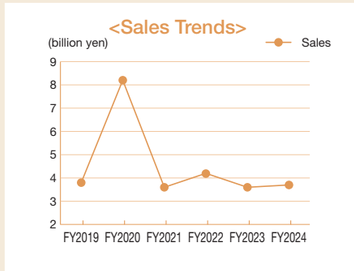
- Development of new strategic products and enhancement of cloud services.

Expansion into New Markets for Wireless LAN Access Point Sales

- Promotional activities targeting the nursing care and SMB (small and medium-sized business) markets.

Launch of a New Business Area as a Second Pillar (IoT Business)

- Development of products compatible with the new wireless standard IEEE 802.11ah.
- Establishment of model use cases through numerous proofs of concept.



Phase 2 Mid-term Management Plan – Final Year Initiatives

<FY2025>

- ■ Network Business: Gathering information through communication with the clients to expand sales share in the Next GIGA initiative.
- ■ Logistics ICT Business: Promoting replacement for new equipment and standardizing access points in the logistics market.
- ■ IoT Business: Working toward early single-year profitability through capturing market needs and defining packaged products.

11ah access point for IoT gateway support

IEEE802.11ah-compliant access points can communicate over long distances with a radius of approximately 1 km. It is expected to play a role in supporting social infrastructure.

Human Capital Management for Achieving the Corporate Vision

FURUNO has provided value in a variety of ways by realizing its management principles: "A company exists to serve society," "Its management must be creative" and "The happiness of its employees comes with the growth of a company." To continue to service society, it is essential to have "human resources" who can solve social issues and create added value. For this reason, FURUNO regards "human capital" as its most important management capital and established a "Vision for Human Resources and Corporate Culture" for 2030.
To align our business strategy with human capital development under our Mid-term Management Plan Phase 2, we also established a new "HR Vision." This identifies three key challenges and outlines seven HR strategies and nine related initiatives to help achieve our corporate vision.

Human Resources and Corporate Culture Vision

VALUE through GLOBALIZATION and SPEED

New HR Vision

Human Resources Development Policy: Developing employees who set high goals and from a global perspective for the sake of social can take on the challenge of co-creating value contribution and happiness.

Key Human Resource Issues
- Sharing of Philosophy and Vision led by top management, and Organizational & Cultural Transformation toward realization
- Continuous career development support for maximizing Human Capital
- Developing and securing diverse talent to lead FURUNO's global engagement

Human Resource Strategy
- 1 Permeation of Human Resources and Corporate Culture Vision
- 2 Encourage Willingness to Take on Challenges
- 3 Maximize the Abilities of Employees and Optimize the Allocation of Human Resources According to Ability
- 4 Management Human Resources Development
- 5 Create a Corporate Environment for the Penetration of Globalization
- 6 Promote Diversity & Inclusion
- 7 Promote Health and Productivity Management

Initiatives
- New HR vision and policy announced by management.
- Creating opportunities for dialogue with top management to promote vision alignment.
- Strengthening management capabilities to drive mindset and behavior change.
- Building and operating a fair and transparent HR system that encourages individual achievement and challenge.
- Utilizing and visualizing HR data to support flexible and effective decision-making.
- Enhancing DX talent.
- Sharing and promoting our philosophy and vision across the global organization.
- Promoting diverse, flexible, and productivity-focused work styles.
- Implementing training programs and assignments to develop global leaders (domestic ⇔ international talent).

Corporate Strategy: Improvement in Profitability, Expansion of Sales, Implementation of Sustainable Management

Corporate Vision: Achieve better safety, security, and comfort to bring about a society and sea navigation that considers the needs of people and the environment

Economic Values (FY2030 KPIs): Consolidated Net Sales: ¥120B, Operating Margin: 10%, New Business Composition Ratio: 30%
Social Values (SDGs): Realizing a sustainable planet and society

Internal Environmental Improvement Policy: Providing a safe and comfortable environment where diverse human resources can maximize their abilities.

Talent Strategy Initiatives

Under our corporate vision "NAVI NEXT 2030," our group is pursuing three core initiatives: Improvement in Profitability, Expansion of Sales, Implementation of Sustainable Management. In line with these, we have formulated HR strategies and initiatives based on our talent development policy.
We will implement these strategies in close alignment with our business goals to achieve our FY2026 targets.

1. Permeation of Resources and Corporate Culture Vision

The President and other top management members hold town hall meetings and engage in direct dialogue with employees to ensure that the vision permeates the whole FURUNO group. In addition, we conduct an employee engagement survey called "F-Voice" to measure the effectiveness of these efforts and utilize the results in the formulation and implementation of the next vision penetration measures and human resources strategy.

Town Hall Meetings

In FY2024, six town hall meetings were held where the president and other executives engaged in dialogue with employees at production sites and sales offices nationwide.

<Purpose>
- Listening and responding to employee voices
- Strengthening communication between the president and employees
- Enhancing motivation and engagement

2. Encourage Willingness to Take on Challenges

To co-create values, it is necessary to have a corporate culture in which challenges are praised. We provide training to managers on techniques for encouraging their team to take on challenges. We also promote an in-house internship system that provides employees with opportunities to experience work in various departments at their own request. Furthermore, in our personnel evaluation system, we have introduced "Challenge Goals," a system that allows each employee to set not only goals based on departmental policies, but also goals that they would like to challenge on their own initiative, based on our corporate vision "NAVI NEXT 2030."

KPI of 1 and 2

Concrete measures	KPI	Results of FY2024	KPI for FY2026
• New HR vision and policy announced by management. • Creating opportunities for dialogue with top management to promote vision alignment. • Strengthening management capabilities to drive mindset and behavior change.	Positive responses to Engagement Survey's "Values in Practice."	Japan: 72% Overseas: 83%	Japan: 73% Overseas: 84%
	Town hall meetings between the CEO and frontline members.	6 times 49 employees	Total to date: 14 times 120 employees
	Positive responses to Engagement Survey's "Innovation."	Group-wide: 60% (Japan: 60% Overseas: 62%)	Group-wide: 61% (Japan: 61% Overseas: 63%)

3. Maximize the Abilities of Employees and Optimize the Allocation of Human Resources According to Ability

In order to maximize the abilities of each employee and to assign human resources in accordance with their capabilities, we actively promote the development of human resources with a wide range of experience through job rotation. Specifically, the Human Resource Development Committee, which is led by a director in charge of each job function, meets regularly to consider and decide on the assignment of human resources. In addition, we are promoting DX to strengthen our competitiveness under the Phase 2 Mid-term Management Plan and are taking steps to develop DX human resources to lead and execute the plan.

KPI of 3

Concrete measures	KPI	Results of FY2024	KPI for FY2026
• Establishing a fair and transparent HR system for executive employees that encourages individual achievement and challenge. • Utilizing and visualizing HR data to support flexible and effective decision-making. • Strengthening DX talent. • Promoting HR rotation.	New executive HR system implemented	Project launched for further consideration	(Newly added qualitative goal)
	Talent management system implemented	Implementation initiated	Talent management system implemented
	Investment in DX education	Over 60% increase compared to FY2023	10% or more increase compared to FY2024
	Job rotation conducted for development and training purposes	54 cases	60 cases

4. Management Human Resources Development

In order to realize sustainable management as stated in the Phase 2 Mid-term Management Plan, it is important to continuously develop excellent management personnel. We have established an educational system to continuously develop all human resources, from general employees to management candidates (executive officers), in accordance with their expected roles at each stage of growth. Specifically, as a selective training program, we conduct training of selected young employees for early development as candidates for management positions, and for executives, we conduct training for selected executives to foster a management perspective.

KPI of 4

Concrete measures	KPI	Results of FY2024	KPI for FY2026
• Conduct top management training for newly appointed executive officers. • Formulate a succession plan. • Conduct the selective training for general employees and executives.	Education fee	8% increase compared to FY2023	10% or more increase compared to FY2024

5. Create a Corporate Environment for the Penetration of Globalization

Our group has established a worldwide sales and service network including affiliates and distributors, and overseas sales account for more than 70% of our total sales. In order to achieve the goals of the Phase 2 Mid-term Management Plan, it is essential to promote global sales and services in each region. We are striving to recruit and train global human resources who will be responsible for these efforts. As a specific initiative, we are strengthening the recruitment of foreign employees at the head office and planning an "overseas internship program" for young employees.

Overseas internship participants in FY2024

6. Promote Diversity & Inclusion

As part of our Phase 2 Mid-term Management Plan, we are advancing Diversity & Inclusion (D&I) to build a sustainable organization. Initiatives include company-wide D&I training, the President-led "Smile Project," and the establishment of a dedicated D&I Promotion Section. In FY2024, we implemented leadership and diversity training programs, and in 2025, we appointed a D&I officer and plan further training for senior staff and female employees.

Women's Leadership Development Training

Mimosa Company Certification

We were certified by Hyogo Prefecture as a "Hyogo-Kobe Women's Empowerment Company (Mimosa Company)" in recognition of our proactive efforts to promote women's empowerment, including support for diverse workstyles, career development, and long-term employment.

"Eruboshi(*2)" from the Minister of Health, Labor and Welfare

We received a "2 stars," the second highest rank of "Eruboshi(*2)" based on the Act on Promotion of Women's Participation and Advancement in the Workplace.

KPI of 5 and 6

Concrete measures	KPI	Results of FY2024	KPI for FY2026
• Sharing and promoting our philosophy and vision across the global organization. • Promoting diverse, flexible, and productivity-focused work styles. • Implementing training programs and assignments to develop global leaders (domestic ⇔ international talent).	Implementation of Global Philosophy Education (History and Philosophy Modules)	Completion of History-Based Philosophy Education for Overseas Subsidiaries	(Newly added qualitative goal)
	Promotion of Diverse Workstyles		
	• Paternity Leave Acquisition Rate	46.7%	Maintain a five-year average of 50% or more.
	• Ratio of Female Executive Employees	5.8%	6% or more
	• Ratio of Female in New Graduate Hires	30%	15% or more
	Expansion of Super Flex Usage at Regional Offices	Trial implementation at three offices	(Newly added qualitative goal)
	Number of Participants in Overseas Internship Program	2 employees	Total to date: 5 employees

7.Promote Health and Productivity Management

We aim to create a corporate environment in which each and every employee can continue to work in good physical and mental health. To achieve this, we established the "FURUNO Health Declaration" in March 2018 to strengthen our health management system and promote efforts to raise employees' health awareness.

Health and Productivity Management (White 500)

We have been certified as a "White 500" company for seven consecutive years since FY2019, recognizing our efforts to create a workplace that supports employees' physical and mental well-being. We will continue to implement strategic health management initiatives.

Certified as a Sports Yell Company

Through activities such as daily exercises, walking events, health seminars, and support for internal clubs, we were certified as a "Sports Yell Company (Bronze)" by the Japan Sports Agency in 2025.
We will continue promoting employee health through sports.

KPI of 7

Concrete measures	KPI	Results of FY2024	KPI for FY2026
• To be certified as "Health and Productivity Management (White 500)." • Conduct regular interviews with head office staff for mid-career hires.	Continued Certification as "Health and Productivity Management (White 500)."	7 consecutive years	(Newly added qualitative goal)
	Rate of stress check inspection	98.3%	90% or more

03 Foundation for Growth

Product Quality

To build a relationship of trust with our customers, all divisions are committed to providing higher quality products and services by listening to customers around the world.

Approach to Quality

In 1948, FURUNO pioneered the world's first commercial fish finder, transforming the fishing industry from one based on intuition to one driven by technology. Since then, we have contributed to its modernization and growth.
We are committed to delivering quality that satisfies our customers by creating products that meet their expectations. Guided by our Basic Quality Policy, we aim to provide trusted products and services, and to remain a company valued by society.

Basic Quality Policy

"Product quality" is created based on the "quality of commitment to work," and these qualities serve for acquiring the "reliability" and "satisfaction" of customers.

Maintain and Improve Product Quality

FURUNO develops annual quality improvement plans across divisions, focusing on market, design, and manufacturing quality. Progress is reviewed biannually in company-wide meetings to ensure alignment and management oversight.
We offer internal training on quality basics, design, and management practices, and hold lectures for leadership.
We also collaborate with partners through joint seminars to promote shared quality improvement.

Training scene at our factory in Miki

Initiatives for Product Safety and Cybersecurity

We are dedicated to ensuring product safety so that our customers can use our products and services with confidence. We will continue to uphold safety standards across the entire product lifecycle.
We are strengthening cybersecurity measures in response to evolving regulations. By establishing internal rules based on our Basic Policy on Product Cybersecurity, we aim to enhance resilience against cyberattacks and build a system for swift incident response and recovery.
To continuously improve product safety and cybersecurity, we hold biannual committee meetings to promote cross-departmental sharing and collaboration.

Governance Report

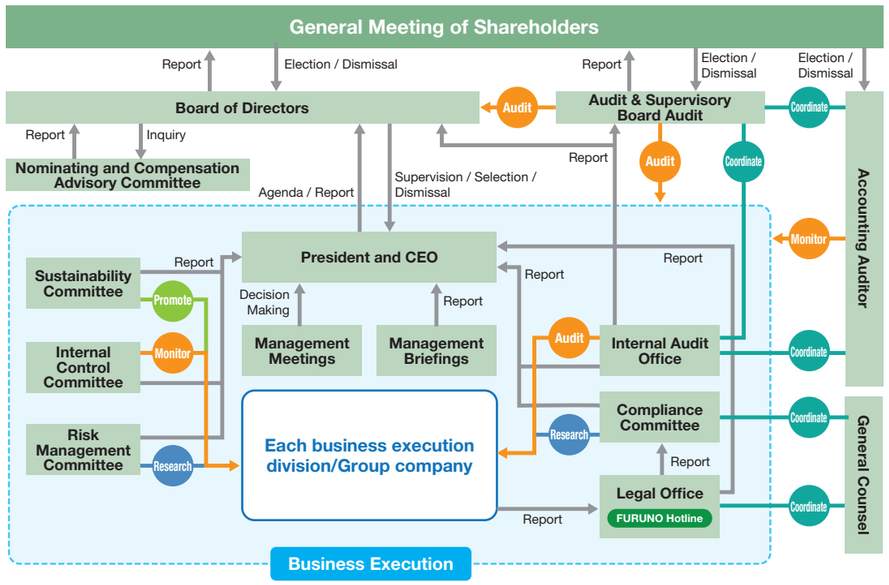
Basic Policy

FURUNO's management basis is to continuously improve corporate value to meet the expectations and trust of all stakeholders, pursuing legality, appropriateness, and efficiency in its management activities.

Corporate Governance Structure

FURUNO has established a voluntary Nomination and Compensation Advisory Committee and Compliance Committee and is working to avoid risks and prevent misconduct by building an organizational structure that allows governance to function. FURUNO is also strengthening its system by separating management and execution, focusing on the decision-making and supervisory functions of the Board of Directors.

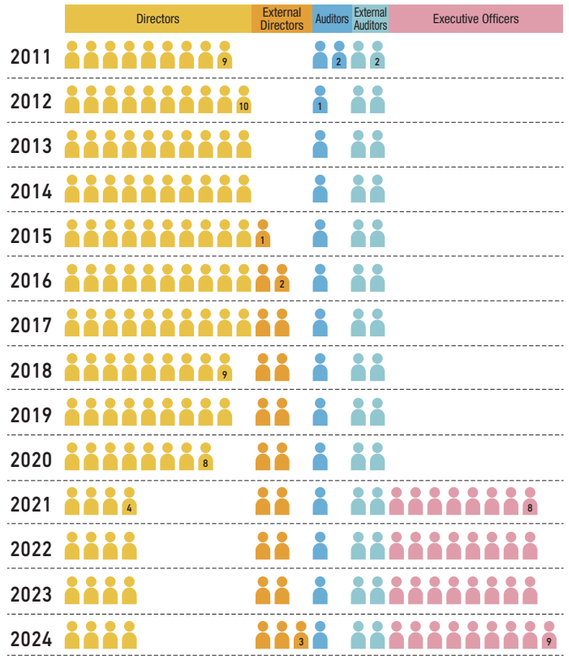
Corporate Governance Structure (as of May 31, 2025)



Progress in Governance Enhancement Initiatives

May	2011	The term of office for directors was shortened from two years to one year
May	2011	The Articles of Incorporation were amended to allow the company to enter into liability limitation agreements with outside directors and outside auditors
May	2015	Appointed one outside director, Takao Terayama
May	2016	Appointed two outside directors: Takao Terayama and Hideo Higuchi
May	2016	Submission of Corporate Governance Report
January	2017	Implementation of Board Effectiveness Evaluation Survey *Outsourced to a third-party organization
February	2019	Implementation of Board Effectiveness Evaluation Survey *Started in-house implementation
April	2019	Establishment of the Nomination and Remuneration Advisory Committee
May	2020	Appointed two outside directors: Hideo Higuchi and Shingo Kagawa
May	2020	Introduction of Restricted Stock Compensation Plan for Directors (excluding Outside Directors)
March	2021	Introduction of Executive Officer System
March	2021	Expansion of the stock-based compensation plan to include executive officers
May	2024	Appointed three outside directors: Hideo Higuchi, Shingo Kagawa and Masako Kubo Note: Appointment of our first female director

Changes in the Number of Directors, Auditors and Executive Officers



Effectiveness of the Board of Directors and Audits by Corporate Auditors

Effectiveness of the Board of Directors

In evaluating the effectiveness of the Board of Directors in FY2024, we conducted our own survey of directors and auditors. Each provided their views on the performance of the Board and its efforts to address issues identified in the previous year, based on their respective responsibilities and roles.
The survey confirmed improved awareness and constructive discussions; Board effectiveness is maintained. Directors will apply the PDCA cycle to address management issues.
The Board will continue discussions on issues identified through the survey, including strengthening group governance of overseas subsidiaries.

Effectiveness of Audits by Corporate Auditors

FURUNO has adopted a company-with-auditors system, and corporate auditors conduct objective and rational audits by attending Board of Directors meetings and other important meetings, inspecting important documents, and visiting subsidiaries, and interviewing directors and general managers.

Directors' Skills Matrix

Effective March 1, 2021, FURUNO has decided to separate management and execution. Management is practiced by four full-time directors and three outside directors, for a total of seven directors, and management oversight is ensured by three auditors, including two outside auditors. One of the four internal directors is a mid-career employee and has experience working for other companies.
The three outside directors have experience as managers at other listed companies.

Skills Matrix of Directors, Auditors

◎…Main Skills/Experience ○…Secondary Skills/Experience (up to 3 in total)

Position	Name	Company Management	Sales / Marketing	R&D / Industrial	Finance / Accounting	Compliance / Risk Management	Human Resources	IT / DX	International Experience
President and CEO	Yukio Furuno	◎				○	○		
Director Managing Executive Officer and CTO	Shinji Ishihara			◎				○	○
Director Managing Executive Officer and CFO	Yutaka Wada	○			◎				○
Director Managing Executive Officer	Kazuma Waimatsu		◎					○	○
External Director	Hideo Higuchi	◎		○				○	
External Director	Shingo Kagawa	◎		○				○	
External Director	Masako Kubo	◎					○		

Position	Name	Company Management	Sales / Marketing	Finance / Accounting	Compliance / Risk Management	International Experience
Audit & Supervisory Board Member	Shigenori Ametani		◎			○
External Audit & Supervisory Board Member	Toru Muranaka				◎	
External Audit & Supervisory Board Member	Shogo Yamada	○		◎		○

Executives' Compensation

Basic Policy on Directors' Remuneration

FURUNO's basic policy is to link the remuneration of directors to shareholders' profits so that it fully functions as an incentive to sustainably increase corporate value, and to set the remuneration of individual directors at an appropriate level based on their respective positions and responsibilities.

Compensation Composition

Remuneration	Directors		Auditors	Compensation Overview
	Inside	Outside		
Fixed	○	○	○	• Amount within framework approved at Shareholders Meeting • Monthly remuneration based on position and responsibility
Performance-based	○	×	×	• Based on KPI achievement to raise performance awareness • Calculation: 3% of net income (previous FY) • Based on level of responsibility, KPI achievement of division under control, etc.
Stock-based	○	×	×	• Share risks and benefits of stock price fluctuations with shareholders and improve corporate value • Based on a percentage of total amount of previous year compensation

Governance Data

	FY2020	FY2021	FY2022	FY2023	FY2024
Board of Directors					
Board meetings	12	12	13	13	12
Attendance rate	91.7	100.0	92.0	94.9	99.1
Average years in office	10.8	13.2	14.2	14.3	10.6
Audit & Supervisory Board					
Auditors' meetings	14	14	14	14	14
Attendance rate	97.6	100.0	100.0	100.0	97.6
Nominating and Compensation Advisory Committee					
Members	6	6	6	6	6
Directors' remuneration (millions of yen)	232	235	234	210	253
Auditors' remuneration (millions of yen)	39	39	38	35	35
Cross-shareholdings (number of stocks)					
Unlisted stocks	8	8	9	9	0
Stocks other than unlisted stocks	14	12	12	12	12

Compliance

The Compliance Committee, chaired by the President and including outside members (lawyers), has been established, and the "FURUNO Group Code of Conduct" is our ethical standard.

Compliance education and awareness

We promote compliance awareness through various training programs by level and theme, including e-learning. All employees receive a "Compliance Handbook" that outlines the FURUNO Group Code of Conduct and guidelines. English and Chinese versions are also provided for overseas staff.
Every October, the FURUNO Group designates a "Compliance Awareness Month," featuring a message from the president, awareness posters, and broadcasts of the Compliance Handbook. We also regularly share compliance topics with domestic and overseas employees and encourage open discussions through workplace study sessions to maintain high compliance awareness.

Compliance Handbook in Chinese

Communication with Capital Markets

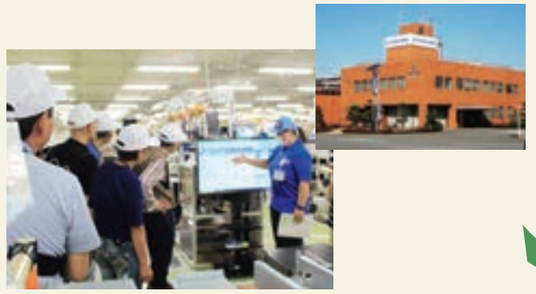
We actively engage in IR and SR to support sustainable growth and enhance corporate value. Our IR efforts include semiannual financial briefings led by top executives, with open Q&A sessions to foster mutual understanding. A dedicated IR team ensures timely communication. For SR, executives maintain ongoing dialogue with major shareholders to support long-term value creation.

Main activities in FY2024

Opportunities for dialogue	IR/SR activities	• Individual meetings with institutional investors (199 times) • Small meetings (4 times) • Factory tour for individual shareholders (1 time) • Shareholder survey (1 time)
Information provision	Financial results briefing	• Hybrid events (on-site and online, 2 times) • Publication of transcripts of financial results briefing and Q&As on website
	Annual general shareholders meeting	• Exhibition space tour (40 participants)
Disclosure	IR	• Semiannual report • Securities report • Financial results and briefing materials (Japanese/English) • Timely disclosure materials (Japanese/English) • Integrated report (Japanese/English)
	SR	• Shareholder newsletter (2 times)

Factory Tour for Individual Shareholders

In September 2024, we held a Shareholder Factory Tour to deepen understanding of our company. From over 200 applicants, 38 participants were selected by lottery. The event provided an opportunity to learn about our operations and gather direct feedback from shareholders.



Tour Schedule

1. Company and factory overview
Participants watched an introductory video and received an explanation of the Miki Factory, one of the world's largest production facilities for marine equipment.

2. Factory tour
Attendees observed the manufacturing process of marine equipment, including component assembly, inspection, and quality control practices.

3. Q&A session
Shareholders shared valuable questions and feedback on topics such as business operations, company strengths, and community contributions. Directors and executive officers attended and responded directly to the inquiries.

Risk Management

To properly manage risks that could have a significant impact on management, FURUNO has established a "Risk Management Committee" chaired by the President. It evaluates company-wide risks, determines the importance of each risk, and appoints a department and subcommittee in charge of each risk countermeasure to reduce it.

Risk Management Committee

- Company-wide Procurement Meeting • Procurement/Production
- Quality Commanding & Supervisory Office • Quality
- Intellectual Property Department • Patent Infringement
- Information Security Committee • Information Security
- Environmental Committee • Environment/Climate Change
- Company-wide Disaster Preparedness Committee • Natural Disasters
- Human Resources & General Affairs Department • Talent Acquisition
- Security Assurance & Export Control Committee • National Security
- Financing Section, Accounting & Financing Department • Foreign Exchange Fluctuations
- Compliance Committee • Compliance

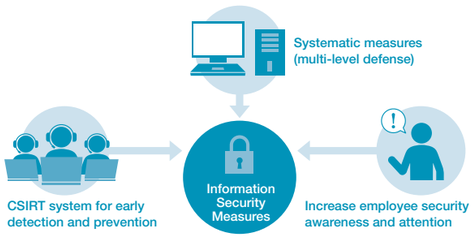
Security Trade Control

We have established a security trade control system with the president as the chief executive officer. We constantly check the trends of export controls and sanctions globally, and conduct "compliance examinations" to determine whether products and technologies are subject to regulations and "transaction examinations."

To ensure that our employees understand the importance of export control for economic security, we conduct internal notifications and e-learning training, as well as annual internal audits to verify the status of self-management, in an effort to maintain and manage our export control system.

Information Security Measures

FURUNO is working on improving employee security awareness and vigilance through e-learning education and internal trainings. The CSIRT also continuously monitors, collects information, and responds to the incident to prevent damage from spreading and to calm the situation as soon as possible.



Officer Profiles

Directors

Yukio Furuno
President and CEO

Mar. 1971 Joined TEIJIN LIMITED
Sep. 1984 Joined FURUNO
Mar. 1987 General Manager, Administration Division
May 1987 Director
May 1990 Managing Director
May 1999 Managing Director and General Manager, Head of Tokyo
Mar. 2007 President
Mar. 2021 President and CEO (current)

Shinji Ishihara
Director
Managing Executive Officer and CTO

Apr. 1985 Joined FURUNO
Feb. 2006 General Manager, Research & Development Department, Marine Electronic Products Division
May 2007 Director
May 2016 Managing Director
Mar. 2018 Integration Chief Manager, Product Designing, Development & Value-engineering Head office, Marine Electronic Products Division
Mar. 2021 Director, Managing Executive Officer and CTO (current)

Yutaka Wada
Director
Managing Executive Officer and CFO

Apr. 1982 Joined FURUNO
Mar. 2003 General Manager, Merchant Marine Marketing Department, Marine Electronic Products Division
May 2007 Director and General Manager, Merchant Marine Marketing Department, Marine Electronic Products Division
Mar. 2015 Director and Divisional Vice General Manager, Marine Electronic Products Division
Sep. 2015 Director, Divisional Vice General Manager, Marine Electronic Products Division; General Manager, Head of Tokyo Office
May 2016 Managing Director, General Manager, Head of TOKYO; Secretary to General Manager, Marine Electronic Products Division
May 2018 Audit & Supervisory Board Member
May 2023 Director, Managing Executive Officer and CFO (current)

Kazuma Waimatsu
Director
Managing Executive Officer

Apr. 1984 Joined FURUNO
Mar. 2006 General Manager, Products Planning & Marketing Department, Marine Electronic Products Division
May 2009 Director and General Manager, Products Planning & Marketing Department, Marine Electronic Products Division
Jan. 2021 Director and Divisional Vice General Manager, Marine Electronic Products Division
May. 2021 Senior Executive Officer and Divisional General Manager, Marine Electronic Products Division
Mar 2024 Managing Executive Officer and Divisional General Manager, Marine Electronic Products Division
May 2024 Director, Managing Executive Officer (current)

External Directors

Hideo Higuchi
External Director

Jun. 2004 Executive Officer and Senior General Manager, Operational Reform HQ, OMRON Corporation
Jun. 2007 Managing Executive Officer and Senior General Manager, Business Process Innovation HQ
Dec. 2008 Managing Executive Officer; Senior General Manager, Business Process Innovation HQ and Senior General Manager, Corporate Strategic Planning HQ
Mar. 2009 Managing Executive Officer and Senior General Manager, Corporate Strategic Planning HQ
Nov. 2011 Outside Director, SOLOEL Co., Ltd.
Mar. 2012 Director
Jun. 2012 Outside Audit & Supervisory Board Member, Toyo Business Engineering Corporation (currently Business Engineering Corporation)
May 2016 External Director, FURUNO (current)
Jun. 2016 Outside Director, Toyo Business Engineering Corporation (currently Business Engineering Corporation)

Shingo Kagawa
External Director

Apr. 1981 Joined FUJITSU LIMITED
Apr. 2012 Corporate Executive Officer; Group President, Network Service Business Unit; Head of Image Internet Service Business Division
Jun. 2012 Corporate Executive Officer; Group President, Outsourcing Business Unit; Head of Image Internet Service Business Division
Apr. 2015 Corporate Executive Officer; Vice President, Integration Services Business; Group President, Network Service Business Unit
Apr. 2016 Corporate Executive Officer; Chief Technology Officer; Head of Digital Services Business
Apr. 2018 President and Representative Director, FUJITSU RESEARCH INSTITUTE
Apr. 2020 Special Adviser, APAMAN Co., Ltd.
May 2020 External Director, FURUNO (current)
Oct. 2020 President and Representative Director, DigiIT Corporation (currently SS Technologies Corporation)
Oct. 2021 Chairman of the Board, SS Technologies Corporation
May 2022 Outside Director, MINISTOP Co., Ltd. (current)
Jan. 2023 Outside Director, H.I.S. Co., Ltd. (current)

Masako Kubo
External Director

June. 2011 Director, OMRON PERSONNEL SERVICE Co., Ltd.
April. 2015 President and CEO
April. 2018 Executive Officer, OMRON Corporation
April. 2018 President, OMRON EXPERTLINK Co., Ltd.
April. 2022 Program-Specific Professor, The Research Center of Community Partnerships, Kyoto Women's University (current)
June. 2022 Outside Director, NITTO KOGYO CORPORATION (current)
June. 2023 Senior Director, KYOTO OMRON COMMUNITY FOUNDATION
May. 2024 External Director, FURUNO (current)

Auditors

Shigenori Ametani
Auditor

Apr. 1984 Joined FURUNO
Mar. 2009 General Manager, International Marketing Department, Marine Electronic Products Division
Jun. 2016 Administration Officer; General Manager, International Marketing Department, Marine Electronic Products Division
Mar. 2021 Deputy General Manager, Management Planning & Intelligence Department
Feb. 2023 Assistant to Audit & Supervisory Board Members
May 2023 Audit & Supervisory Board Member (current)

Toru Muranaka
External Auditor

Apr. 1995 Registered as an attorney (Osaka Bar Association) (current)
Apr. 2007 Teacher, Doshisha Law School
May 2014 Audit & Supervisory Board Member, FURUNO (current)
Jun. 2015 Outside Audit & Supervisory Board Member, SUZUKEN CO., LTD.
Jun. 2016 Outside Audit & Supervisory Board Member, CAPCOM CO., LTD.

Shogo Yamada
External Auditor

Apr. 1996 Registered as a Certified Public Accountant (current)
Jul. 2013 President, Shogo Yamada Certified Public Accountant Office (current)
Mar. 2014 Outside Audit & Supervisory Board Member, TOYO TANSO CO., LTD.
Mar. 2015 Outside Director, TOYO TANSO CO., LTD.
Jun. 2015 Outside Director, CONTEC CO., LTD.
Jan. 2020 Director and COO, TOMOE VALVE INDUSTRY PTE LTD (current)
Jan. 2022 Director, TOMOE VALVE INDUSTRY PTE LTD (current)
May 2022 Audit & Supervisory Board Member, FURUNO (current)

Executive Officers

Satoshi Ohya
Senior Executive Officer

Human Resources & General Affairs Department General Manager

Koji Tokuda
Executive Officer

Marine Electronic Products Division
Vice General Manager and Product Designing, Development & Value-engineering Head office General Manager

Kiyoshi Furuno
Executive Officer

Marine Electronic Products Division
Vice General Manager and Marketing Head Office General Manager

Takanori Uemura
Executive Officer

Marine Electronic Products Division
Miki Factory General Manager

Tsutomu Okada
Executive Officer

In charge of Research and Innovation Center
Research and Innovation Center General Manager

Kenichi Mori
Executive Officer

Marine Electronic Products Division
Service Management & Commanding Department General Manager

Atsushi Takagi
Executive Officer

Corporate Planning Department General Manager

Yukio Nobuhiro
Executive Officer

In charge of System Products Division, Avionics and Defense Electronics Division
System Products Division General Manager

Roundtable Discussion among Outside Members of the Managing Board

In FY2024, FURUNO achieved significant milestones, including reaching the financial targets of its corporate vision "NAVI NEXT 2030," six years ahead of schedule. At the same time, challenges for further growth became evident. In this roundtable, three outside directors shared their perspectives on key boardroom priorities, FURUNO's strengths, and future growth strategies.

As an outside director, what were the key points you focused on during the FY2024 Board of Directors meetings?

Higuchi: I focused on three main areas:

- Strengthening management and global governance
- Bold and fast decision-making and execution
- Greater emphasis on stakeholders

Currently, I believe the level of decision-making and execution in these areas is still in progress. Given FURUNO's technological capabilities, market position, and favorable conditions, I see significant potential to further enhance corporate value.

Hideo Higuchi
External Director

Kagawa: I focused on fostering a culture that balances tradition and innovation. FURUNO must leverage its R&D strengths while responding quickly to societal changes. Strategic organization by function and region has delivered results, but company-wide optimization, such as in supply chain management, is essential for further growth. FURUNO tends to be cautious about transformation, even when it understands what needs to be addressed. This is why I believe it is important for outside directors to continuously provide recommendations and support the company's efforts toward change.

Kubo: I have focused on the enhancement of human capital. I pay close attention to whether the company's talent strategy is clearly aligned with its Mid-term Management Plan, and whether initiatives—such as promoting diversity and inclusion—are effectively implemented and understood throughout the organization. This approach extends beyond HR to other key areas such as inventory management and global governance.
One of the major challenges lies in reviewing the current HR systems, including evaluation and compensation frameworks. In the context of increasing workforce mobility, it is crucial to create an environment where employees feel motivated and empowered, while also attracting top talent externally.

FURUNO achieved the financial targets of its corporate vision "NAVI NEXT 2030" six years ahead of schedule. How do you evaluate this result?

Higuchi: The marine business benefited from past strategic efforts, favorable market conditions, and a weak yen. Lifecycle support services also contributed significantly. However, I believe there is still room to improve profitability and investment decisions, including those related to human capital.

Kagawa: I agree. While currency trends were favorable, the steady development of products and early strengthening of global sales capabilities enabled FURUNO to capture post-pandemic market growth.
To maintain this momentum, clear strategic planning and swift execution of reforms are essential.

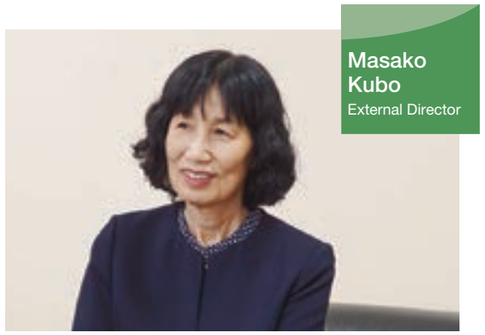
Shingo Kagawa
External Director

Kubo: FURUNO's long-standing commitment to safe and secure navigation has led to the accumulation of valuable technologies and data, which now underpin its competitive edge in global markets. I expect further growth through initiatives such as "Marine DX." In addition, consistent branding and communication of corporate values—through public relations materials, product information, and even posters—help convey the company's philosophy and build stakeholder trust. These efforts contribute to a broader understanding and empathy, which I believe are important drivers of growth.

From an external perspective, what are FURUNO's strengths, and what is needed for the company to achieve further growth?

Kagawa: To achieve further growth, FURUNO must address both long-term and short-term challenges. In the long term, the company should proactively transform its business to create new value, while fostering a corporate culture that prioritizes human capital development. In the short term, expanding service-oriented business models and strengthening global infrastructure are essential. These efforts require close regional collaboration and the establishment of robust global governance.

Kubo: Human capital remains a key focus. It is important not only to disclose engagement survey results but also to act on the insights and communicate how management is responding. Promoting "career autonomy" will empower employees and support sustainable growth. Sharing this mindset across the organization will help build a culture of continuous development and challenge.

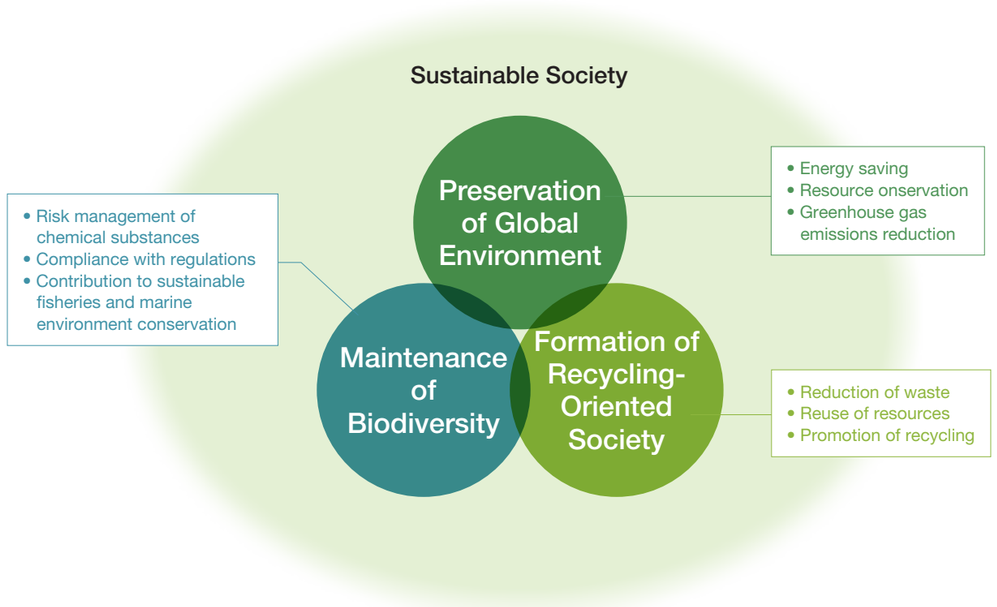

Masako Kubo
External Director

Higuchi: FURUNO's strengths lie in its advanced technology, global market leadership, and customer-centric culture. However, further growth will require a shift toward a more agile and bold management approach. In terms of market strategy, it is essential to shift toward solution-oriented proposals that reflect overall optimization and respond swiftly to societal changes. For organizational management, setting more ambitious goals and steadily working toward them will be the key.

Environmental Report

Environmental Policy

FURUNO recognizes that environmental considerations are one of the most important management issues and aims to realize a sustainable society by reducing the environmental impact of its business activities.



Toward the preservation of the environment

We have been working on environmental preservation and complying with the Energy Conservation Law*, and since 2010 we have been working to reduce CO_2 emissions with the mid- to long-term goal of 1% reduction from the previous year. In FY2024, we decided to launch the FURUNO Carbon Neutral Program, which aims to achieve carbon neutrality by 2050.

- **For Scope 1 and Scope 2, achieve a 50% reduction (compared to FY2013) in FY2030.**
- **For Scope 3, cooperate with other companies in our supply chain and reduce our own emissions as much as possible.**

*Law concerning the rational use of energy

Toward a recycling-oriented society

We have been promoting environmentally conscious design and 3R-focused operations as part of our efforts to realize a circular society. As global regulations related to the circular economy continue to evolve, we recognize the need to align with these standards.

Advancing this initiative is expected to contribute to our FURUNO Carbon Neutral Program for global environmental conservation, and we will begin actively promoting it from fiscal year 2025.

Toward sustaining biodiversity

Among the various activities that are effective in maintaining biodiversity, FURUNO believes it is important to eliminate hazardous substances from the products and their production processes, and to contribute to the management of marine resources using its products.

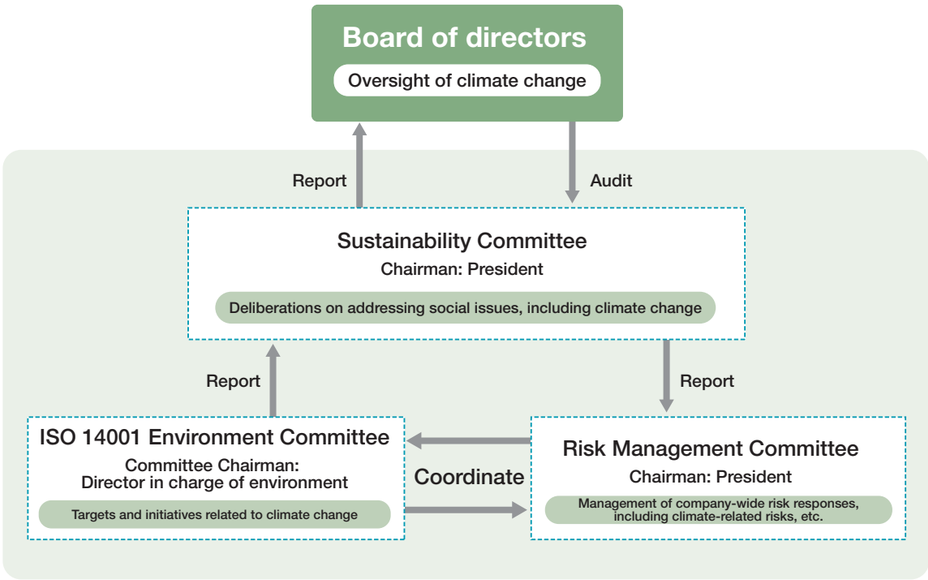
Governance

Basic policies and matters related to climate change are discussed and decided by the "Sustainability Committee."
The ISO14001 Environmental Secretariat oversees the formulation of climate change-related policies and targets, as well as initiatives and report.

Risk Management

FURUNO has established a Risk Management Committee, chaired by the President, to assess company-wide risks, and take other measures to reduce risk.
The Risk Management Committee also works with the ISO 14001 Environmental Secretariat to mitigate risks related to climate change by providing instructions and recommendations.

Governance/risk management systems related to climate change



Compliance with regulations on chemical substances

The EU RoHS Directive has restricted 10 substances since July 2019, and we have taken appropriate measures for applicable products. China RoHS currently regulates six substances but will expand to 10 in January 2026, aligning with the EU standard. In Japan, chemSHERPA—a common scheme for chemical substance information—is becoming widely adopted across industries, and we are progressively implementing it in both our marine and industrial divisions.

Ship recycling convention

In May 2009, the Ship Recycling Convention was adopted as an international treaty to address the possibility that ships dismantled for scrapping may contain hazardous substances that could have a negative impact on the environment and human health. It is expected that substantial action will be taken, as the Ship Recycling Regulations with the equivalent content of the Convention began to be applied in the EU in December 2018.

Chemical risk assessment

The implementation of risk assessment for chemical substances is mandatory under the Industrial Safety and Health Law. It must be conducted in accordance with the GHS* classification categories, taking into consideration the impact on the global environment as well as workers' health management.

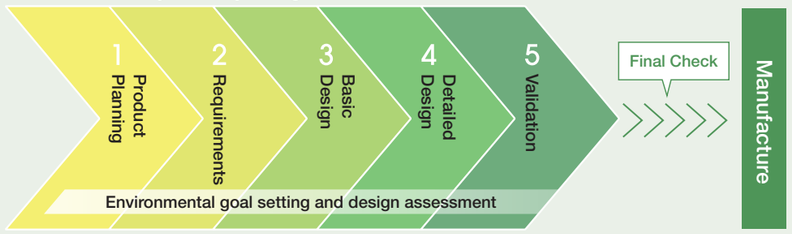
*The GHS (Globally Harmonized System of Classification and Labelling of Chemicals) is a set of rules that harmonize the classification criteria and the content of labels and safety data sheets for each hazardous property of chemical products.

TOPIC

Environmentally Conscious Products

FURUNO has established environmental standards in the design process and set specific targets while complying with environmental laws and regulations.

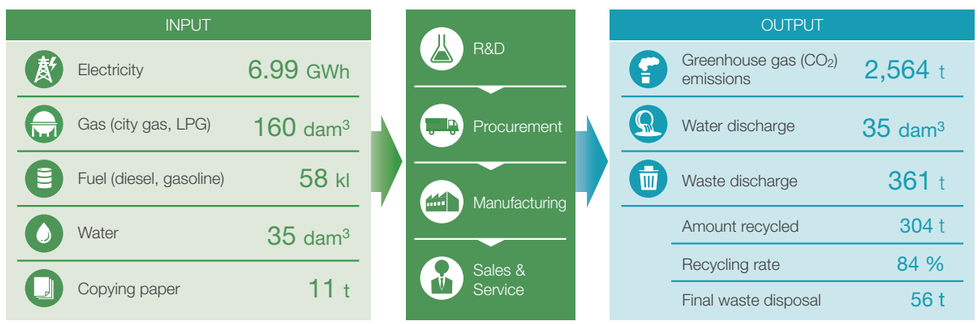
Environmentally Friendly Design



Reduction of Impact in Business Activities

Overall Environmental Impact

FURUNO strives to reduce the environmental impact of each process by understanding the inputs and outputs of its activities.

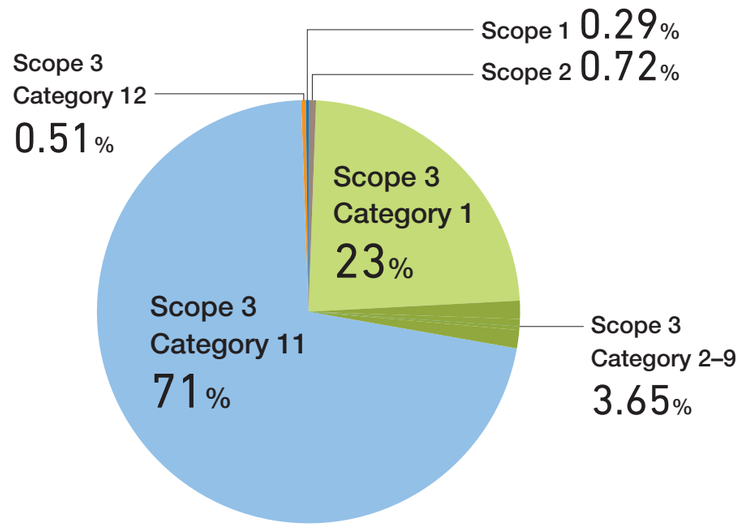


*Total includes headquarters (Nishinomiya), Miki factory, Furuno INT Center
*Period: March 1, 2024 - February 28, 2025

Group-wide CO_2 emissions (t-CO_2)

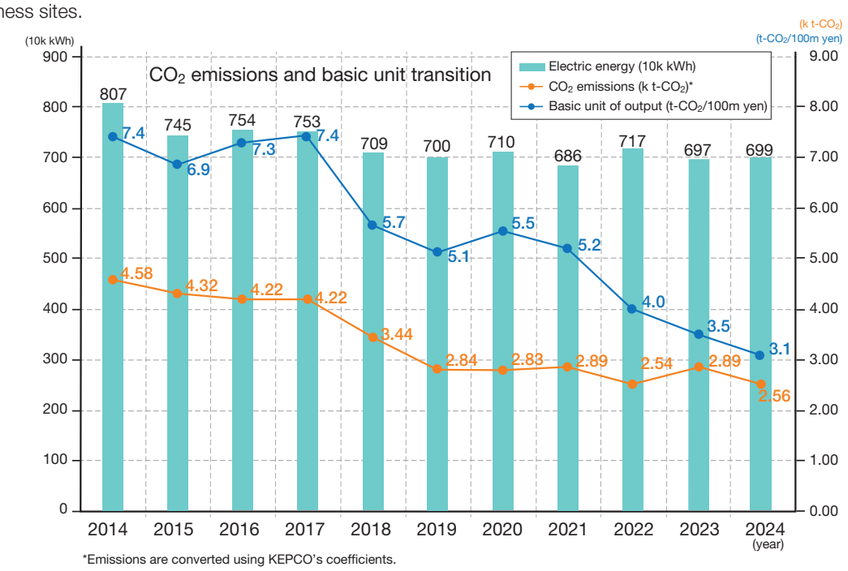
Approximate CO_2 emissions in accordance with GHG Protocol Guidance, FY2023.
While fluctuations occur due to changes in material procurement and product sales volumes, Scope 1 and 2 emissions consistently account for around 1% of the total. The high proportion of Scope 3 emissions, particularly in Categories 1 and 11, remains unchanged.

CO_2 emissions (t-CO_2)



CO_2 emissions at the three main business sites

The following table shows the CO_2 emissions associated with electricity and gas consumption at the three main business sites.



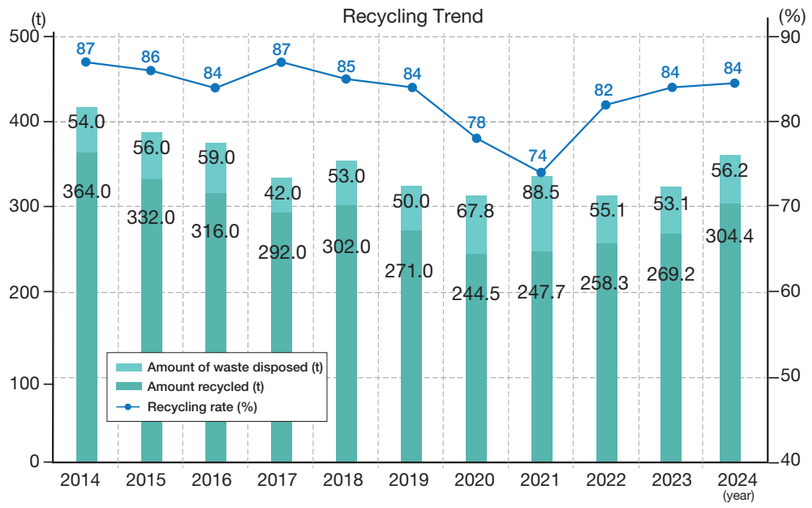
*Emissions are converted using KEPCO's coefficients.

Electricity consumption at our three sites in FY2024 remained roughly the same as the previous year. However, due to a reduction in emission factor of the Kansai Electric Power Company, Inc., from 3.6 to 3.18, CO_2 emissions decreased by 11%. Production volume also remained stable, resulting in an 11% reduction in emissions per unit of production.

Under the FURUNO Carbon Neutral Program, we continue efforts to reduce Scope 1 and 2 emissions through electrification of gas-based air conditioning and procurement of renewable energy.

Towards a recycling-oriented society

In FY2024, waste volume continued to increase due to the disposal of surplus pallets linked to previously elevated component inventories, expansion and reorganization of production lines at the Miki Plant, and organizational restructuring at the Nishinomiya site. However, the recycling rate has shown improvement.



Climate Change Response Initiatives

Regarding the impact of climate change on our group, we conducted an analysis based on the TCFD (Task Force on Climate-related Financial Disclosures) framework. Focusing on our core marine business, we reviewed external literature from the IPCC, IEA, and relevant industries, and organized information to identify and assess the significance and impact of risks and opportunities under 1.5°C and 4°C scenarios. Based on the results of qualitative and quantitative analysis of the identified risks and opportunities, we examined countermeasures and compiled a summary listing transition risks, physical risks, opportunities, impacts, and responses.

Types of Risks and Opportunities		Subcategories	Risks/Opportunities and Impacts	Impact Levels	Time Horizons	Countermeasures
Transition Risks	Policies and Regulationsa	Strengthened regulations on GHG emissions	Increased costs due to carbon tax and rising carbon prices	Medium	Medium to Long Term	• Electrification of equipment to reduce Scope 1 emissions (e.g., EV introduction) • Introduction of energy-saving equipment during air conditioning system updates • Adoption of renewable energy-derived electricity to reduce Scope 2 emissions • Promotion of ZEB (Net Zero Energy Building) for offices • Consideration of blue carbon initiatives
			Increased costs due to stricter energy-saving regulations	Medium	Medium to Long Term	
	Technology	Replacement of existing products/services with low-carbon options	Increased capital investment costs for decarbonizing manufacturing processes	Medium	Medium to Long Term	• Electrification of equipment to reduce Scope 1 emissions (e.g., EV introduction) • Introduction of energy-saving equipment during air conditioning system updates • Adoption of renewable energy-derived electricity to reduce Scope 2 emissions
			Increased R&D costs for decarbonized products	Low	Medium Term	• R&D of autonomous navigation technologies to support efficient vessel operation • Consideration of blue carbon initiatives
		Failure in investment in new technologies	Loss of sales opportunities due to falling behind competitors in new technology investment	High	Medium to Long Term	• R&D of autonomous navigation technologies to support efficient vessel operation • Consideration of blue carbon initiatives
	Market	Rising raw material costs	Increased procurement costs of raw materials due to rising resource prices	High	Medium to Long Term	• Further promotion of environmentally conscious design
	Reputation	Increased stakeholder concerns or negative feedback	Decline in reputation among investors and financial institutions due to inadequate climate response, leading to stock price drops and increased financing costs	Low	Medium to Long Term	• Appropriate disclosure of environmentally conscious design and related initiatives • Awareness-raising through branding activities
Physical Risks	Acute Risks	Intensification of extreme weather events such as cyclones and floods	Direct damage from asset loss due to extreme weather	Low	Medium to Long Term	• Investigation of flood risks at factories and offices and arrangement of appropriate insurance • Review and regular training of BCP (Business Continuity Plans)
			Indirect damage from operational suspension due to extreme weather at company sites	Low	Medium to Long Term	• Investigation of flood risks at factories and offices and arrangement of appropriate insurance • Review and regular training of BCP (Business Continuity Plans)
			Operational suspension due to supply chain disruption and increased alternative procurement costs	High	Medium to Long Term	• Building partnerships with suppliers for climate change response • Confirmation of BCP development status in the supply chain
	Chronic Risks	Changes in rainfall patterns and extreme weather variability	Sales decline due to shrinking fisheries market caused by changes in marine environments	Medium	Medium to Long Term	• R&D of fishing equipment contributing to marine resource conservation • R&D of support equipment for aquaculture businesses as part of sustainable fisheries
		Rising average temperatures	Increased electricity and employee health management costs at company sites due to extreme weather	Low	Medium to Long Term	• Introduction of energy-saving equipment during air conditioning system updates
Opportunities	Resource Efficiency	Use of efficient transportation methods	Reduced operating costs through energy consumption reduction and efficiency	High	Medium Term	• R&D of autonomous navigation technologies to support efficient vessel operation
	Energy Sources	Utilization of new technologies	Reduced manufacturing costs through improved energy-saving technologies	Medium	Medium to Long Term	• Reduction in the number of components used, and adoption of recycled materials through environmentally conscious design • Cost reduction of design materials during development
	Products and Services	Development and/or expansion of low-emission products and services	Increased sales of related products due to expansion of low-emission product markets	Low	Medium to Long Term	• Promotion of environmentally conscious design
	Market	Access to new markets	Increased sales and profitability through entry into new climate-related businesses and markets	High	Medium to Long Term	• Promotion of R&D and business development in autonomous navigation, aquaculture support, and wind power support
	Resilience	Resource substitution/diversification	Improved fishing ground conditions due to changes in marine environments, leading to market expansion and increased sales	Medium	Long Term	• Sales activities and appropriate catch-up in response to changing customer demands due to climate change

Scenario analysis indicates potential negative impacts on our marine business but also reveals opportunities for new business creation. We remain committed to enhancing corporate value and contributing to a sustainable society.

Respect for Human Rights, Supply Chain Management

Respect for Human Rights

We respect human rights and prohibit discrimination in all forms. We do not tolerate forced or child labor, and we avoid business with companies involved in such practices. We promote awareness through company-wide meetings, e-learning, and training for new employees and managers. During Human Rights Week, the president shares a message to encourage reflection. In December 2022, we established the FURUNO Group Harassment Prevention Policy to ensure a respectful and safe workplace. We remain committed to eliminating discrimination and fostering a society built on mutual respect.

Supply Chain Management

Procurement Policy

We work hard to build and maintain symbiotic relationships based on mutual trust, and this is achieved by dealing in good faith as an equal with each supplier, regardless of nationality or company size. We carry out material procurement activities, while stressing product development, taking into account the environment (E) in addition to quality, cost, and delivery time (QCD).

Fundamental Principles for Procurement

(1) Observance of ethics for procurement activities
We comply with relevant laws and the FURUNO Group Code of Conduct, avoiding personal benefits, entertainment, or gifts beyond social norms from partner companies.
(2) Fair conduct of business activities
We offer equal opportunities to all companies and evaluate potential partners fairly using transparent, logical criteria.
(3) Harmonious co-existence with the partner companies
We engage sincerely and equally with all partner companies, aiming to build relationships based on mutual trust.
(4) Pursuit of optimum procurement environment
We promote procurement that enhances quality, cost-efficiency, and delivery speed, while considering environmental conservation.
(5) Implementation of Corporate Social Responsibility (CSR)
We work closely with partner companies to fulfill the FURUNO Group's CSR throughout the supply chain.

Study Sessions on CSR with Procurement Partners

The FURUNO Group promotes human rights awareness across the supply chain. We hold annual CSR sessions with procurement partners to build shared values. In FY2024, we focused on "Human Rights," covering labor rights, non-discrimination, and the elimination of child and forced labor. This supports risk reduction and sustainable partnerships.
We will continue encouraging human rights efforts and providing support to promote responsible business practices.

Together with Society

At FURUNO, we strive to build warm and trusting relationships as a member of the local community.
In line with this commitment, we actively contribute to society through our core business, while also supporting the next generation, promoting sports and culture, and engaging in various community-based initiatives.

Sponsorship of student yacht competitions

We sponsor the "All Japan Student Yacht Championship," "Hyogo Junior Open Championship" and "Umi no Koshien." We consider it our mission to support the continuation of these events.

All Japan Student Yacht Championship

Hyogo Junior Open Championship

Umi no Koshien

"Umaimon-Marche" connects people

"Uimonomi-Marche" started in January 2022 in front of the SOUTH WING. Not only our employees but also local residents visit the event. Our goal is to provide an opportunity for as many people as possible to interact with each other.

People gather for the food trucks

The view with food trucks in front of SOUTH WING

Fresh vegetables for sale

Music event by employees

The Music Club, consisting of employees, was founded in 1968. The club aims to "contribute to the community through music" and to be loved by residents by holding events and serving as the executive committee for events held in the local Nishinomiya area.

Concert at Hankyu Nishinomiya Gardens

04 Financial and Non-financial Data

11 Years of Data

Profit and Loss (millions of yen)	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Millions of Dollars*1
Net sales	85,966	89,720	78,674	79,050	82,108	83,066	82,255	84,783	91,325	114,850	**126,953**	**843**
Operating income	1,799	2,911	1,534	1,992	4,771	2,411	3,740	2,532	1,523	6,521	**13,181**	**88**
Ordinary income	2,840	3,362	1,458	1,857	5,112	2,702	4,779	3,717	2,593	8,169	**14,158**	**94**
Net income attributable to owners of the parent	(909)	2,624	1,262	1,236	4,026	2,041	3,946	2,814	1,348	6,238	**11,457**	**76**
Financial condition (millions of yen)												
Total assets	83,795	78,464	75,724	76,773	79,223	76,133	82,248	85,973	106,396	114,370	**123,519**	**820**
Interest-bearing debt	13,663	16,736	14,881	13,706	12,982	9,906	9,956	9,602	19,317	17,417	**17,808**	**118**
Net assets	37,305	36,581	36,321	38,559	41,539	42,244	45,692	47,880	52,503	61,434	**72,619**	**482**
Cash Flow (millions of yen)												
Cash flows from operating activities	2,913	1,258	6,417	5,142	4,903	8,041	8,512	6,193	(6,492)	2,713	**10,820**	**72**
Cash flows from investing activities	(3,974)	(2,612)	(4,152)	(3,404)	(2,912)	(3,175)	(4,553)	(4,389)	(3,027)	(3,589)	**(4,588)**	**(30)**
Cash flows from financing activities	(2,227)	2,811	(2,201)	(1,542)	(1,251)	(4,194)	(850)	(3,518)	8,263	(3,557)	**(2,696)**	**(18)**
Per Share Data (yen)												
Net income	(28.9)	83.3	40.1	39.3	127.8	64.8	125.2	89.2	42.7	197.6	**362.6**	**2.4**
Dividend	8.0	10.0	8.0	10.0	25.0	20.0	40.0	40.0	25.0	60.0	**110.0**	**0.7**
Net assets	1,169.7	1,148.2	1,141.8	1,212.3	1,307.2	1,330.5	1,438.9	1,518.0	1,651.0	1,932.4	**2,284.5**	**15.2**
Key Financial Indicators (%)												
Operating income to net sales ratio	2.1	3.2	1.9	2.5	5.8	2.9	4.5	3.0	1.7	5.7	**10.4**	
Return on equity	(2.5)	7.2	3.5	3.3	10.1	4.9	9.0	6.0	2.7	11.0	**17.2**	
Equity ratio	44.0	46.1	47.5	49.8	52.0	55.1	55.1	55.7	49.0	53.4	**58.4**	
R&D, Capital Expenditures and Depreciation (millions of yen)												
R&D investment costs	4,539	4,786	4,253	4,470	4,707	4,266	5,303	5,458	5,694	5,987	**6,303**	**42**
Capital expenditure	3,060	3,521	3,863	3,036	2,595	3,245	4,235	4,670	2,207	3,350	**4,921**	**33**
Depreciation and amortization	2,586	2,721	2,924	3,225	3,093	3,246	3,160	3,161	3,061	3,413	**3,592**	**24**

*Calculation of results for fiscal 2023, previously based on provisional accounting treatment related to business combinations, has been finalized.

Non-Financial Data	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated number of employees (people)	2,930	2,905	2,894	2,920	2,957	2,926	2,978	3,065	3,310	3,356	**3,368**
Non-consolidated number of employees (people)	1,745	1,740	1,731	1,713	1,712	1,729	1,722	1,765	1,794	1,927	**1,927**
Non-consolidated percentage of female employees (%)	28.4	28.4	28.5	28.9	29.1	28.7	28.5	28.8	28.8	28.6	**28.9**
Non-consolidated percentage of female managers (%)	1.8	2.0	2.4	2.1	3.1	3.0	2.9	3.3	4.4	4.2	**7.0**
Number of directors (outside directors)	10 (0)	11 (1)	12 (2)	12 (2)	11 (2)	11 (2)	10 (2)	6 (2)	6 (2)	6 (2)	**7 (3)**
Number of auditors (outside auditors)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	**3 (2)**
Consolidated number of patents	763	849	1,020	1,185	1,198	1,190	1,232	1,302	1,313	1,302	**1,207**
CO_2 emissions from main locations*2 (1,000 t-CO_2)	4.6	4.3	4.2	4.2	3.4	2.8	2.8	2.9	2.5	2.9	**2.6**
Total amount of waste generated from main locations*2 (t)	364	332	316	375	355	321	312	336	313	322	**361**

*1: Average exchange rate for FY 2024: $1 = ¥150.58 *2: Scope: Head Office (Nishinomiya), Miki Factory, INT Center

Corporate Profile as of February 28, 2025

Corporate Outline

Company Name	**FURUNO ELECTRIC CO., LTD.**
Incorporated	March 23, 1951
Headquarters	9-52 Ashihara-cho, Nishinomiya City, Hyogo. 662-8580, Japan
Capital	7,534 million yen
Number of Companies	Consolidated Subsidiaries 36 Unconsolidated Subsidiaries 1 Affiliated Companies 1
Number of Employees	Consolidated: 3,368 Non-consolidated: 1,927

Stock Information as of February 28, 2025

Securities code: 6814

Stock exchange listing:
Tokyo Stock Exchange, Prime Section

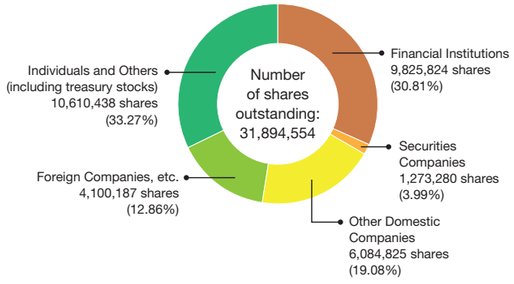
Shareholder Register Manager:
Mizuho Trust & Banking Co., Ltd.

Number of authorized shares:
120,000,000 shares

Number of shares outstanding:
31,894,554 shares

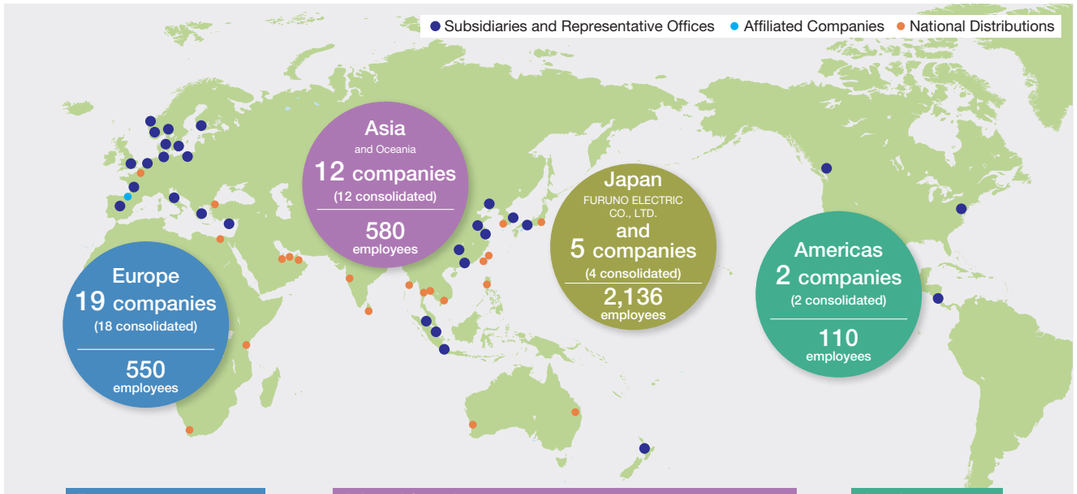
Treasury stock: 297,571 shares

Number of shareholders: 12,711 shareholders



Shareholders	Number of shares held (Thousands of shares)	Shareholding ratio (%)
Furuno Kosan Co., Ltd.	4,186	13.25
The Master Trust Bank of Japan, Ltd. (Trust Account)	3,341	10.57
Custody Bank of Japan, Ltd. (Trust Account)	1,394	4.41
The Dai-ichi Life Insurance Company, Limited	1,000	3.16
MUFG Bank, Ltd.	992	3.14
Mizuho Trust & Banking Co., Ltd. as trustee for Retirement Benefit Trust of Mizuho Bank, Ltd. (Custody Bank of Japan, Ltd.)	942	2.98
Furuno Electric Business Partner Shareholding Association	908	2.87
Echo Kosan, Ltd.	560	1.77
Furuno Electric Employees' Shareholding Association	409	1.30
DFA INTL SMALL CAP VALUE PORTFOLIO	390	1.24

Global Network



Europe

FURUNO(UK)LTD.
FURUNO NORGE A/S
FURUNO DANMARK A/S
FURUNO SVERIGE AB
FURUNO FINLAND OY
FURUNO POLSKA Sp. z o.o.
FURUNO DEUTSCHLAND GmbH
FURUNO EUROPE B.V.
FURUNO FRANCE S.A.S.
FURUNO ESPAÑA S.A.
FURUNO ITALIA S.R.L.
FURUNO HELLAS S.A.
FURUNO (CYPRUS)LTD
EMRI A/S
TELKO A/S
Telko International AB
S.A.S. ROBIN MARINE
FURUNO LEASING LTD.

Asia and Oceania

FURUNO SHANGHAI CO., LTD.
FURUNO (DALIAN) TECHNOLOGY CO., LTD.
FUNOTEC (DALIAN) CO., LTD.
FURUNO CHINA CO., LIMITED
FURUNO DONGGUAN CO., LTD.
FURUNO HONG KONG CO., LTD
FURUNO NAVIGATION TECHNOLOGY (SHANGHAI) CO., LTD.
PT FURUNO ELECTRIC INDONESIA
FURUNO KOREA CO., LTD.
FURUNO SINGAPORE PTE LTD
FURUNO ELECTRIC (MALAYSIA)SDN. BHD.
ELECTRONIC NAVIGATION LIMITED

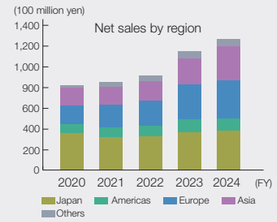
Japan

Marisat Communication Service Inc.
FURUNO SYSTEMS CO., LTD.
FURUNO LIFEBEST CO., LTD.
FURUNO SOFTECH CO., LTD.
LABOTECH INTERNATIONAL CO., LTD.

*Including FURUNO NAVIGATION TECHNOLOGY (SHANGHAI) CO., LTD. which became a subsidiary of our company in April 2025.

Americas

FURUNO U.S.A., INC.
FURUNO PANAMA, S.A.



Main Domestic Offices

Headquarters (Nishinomiya, Hyogo)
FURUNO started in Nagasaki, and in 1961 moved to Nishinomiya, where it has been for more than 60 years.

Miki Factory (Miki, Hyogo)
The Miki Factory is responsible for 70% of the marine electronic equipment production, including navigational and fishing equipment.

FURUNO INT Center (Nishinomiya, Hyogo)
INT Center is the facility handling industrial electronic equipment, with R&D, manufacturing, and sales.

Main Overseas Offices

FURUNO U.S.A., INC (United States)
The company serves as a sales base for North America and Latin America and Caribbean waters.

FURUNO NORGE A/S (Norway)
Established in 1974 as the first overseas subsidiary supporting the activities of various vessels.

FURUNO HELLAS S.A. (Greece)
The company provides a wide range of sales and support for boats in Greece, one of the largest shipping industries in the world.