

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.



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.