

## 11 Years of Data

Profit and Loss (millions of yen)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Millions of Dollars*1
Net sales	71,605	75,666	85,966	89,720	78,674	79,050	82,108	83,066	82,255	84,783	91,325	706.2
Operating income	1,218	1,492	1,799	2,911	1,534	1,992	4,771	2,411	3,740	2,532	1,523	11.8
Ordinary income	2,142	2,396	2,840	3,362	1,458	1,857	5,112	2,702	4,779	3,717	2,593	20.1
Net income attributable to owners of the parent	1,564	(660)	(909)	2,624	1,262	1,236	4,026	2,041	3,946	2,814	1,348	10.4
Financial Condition (millions of yen)												
Total assets	72,672	80,074	83,795	78,464	75,724	76,773	79,223	76,133	82,248	85,973	106,396	822.7
Interest-bearing debt	11,916	15,477	13,663	16,736	14,881	13,706	12,982	9,906	9,956	9,602	19,317	149.4
Net assets	34,697	38,011	37,305	36,581	36,321	38,559	41,539	42,244	45,692	47,880	52,503	406.0
Cash Flow (millions of yen)												
Cash flows from operating activities	770	1,209	2,913	1,258	6,417	5,142	4,903	8,041	8,512	6,193	(6,492)	(50.2)
Cash flows from investing activities	(2,384)	(2,793)	(3,974)	(2,612)	(4,152)	(3,404)	(2,912)	(3,175)	(4,553)	(4,389)	(3,027)	(23.4)
Cash flows from financing activities	(1,802)	3,229	(2,227)	2,811	(2,201)	(1,542)	(1,251)	(4,194)	(850)	(3,518)	8,263	63.9
Per Share Data (yen)												
Net income	49.6	(20.9)	(28.9)	83.3	40.1	39.3	127.8	64.8	125.2	89.2	42.7	0.3
Dividend	7.0	8.0	8.0	10.0	8.0	10.0	25.0	20.0	40.0	40.0	25.0	0.2
Net assets	1,069.8	1,163.5	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	12.8
Key Financial Indicators (%)												
Operating income to net sales ratio	1.7	2.0	2.1	3.2	1.9	2.5	5.8	2.9	4.5	3.0	1.7	
Return on equity	4.9	(1.9)	(2.5)	7.2	3.5	3.3	10.1	4.9	9.0	6.0	2.7	
Equity ratio	46.4	45.8	44.0	46.1	47.5	49.8	52.0	55.1	55.1	55.7	49.0	
R&D, Capital Expenditures and Depreciation (millions of yen)												
R&D investment costs	4,332	5,237	4,539	4,786	4,253	4,470	4,707	4,266	5,303	5,458	5,694	44.0
Capital expenditure	2,846	2,649	3,060	3,521	3,863	3,036	2,595	3,245	4,235	4,670	2,207	17.1
Depreciation and amortization	1,582	2,038	2,586	2,721	2,924	3,225	3,093	3,246	3,160	3,161	3,061	23.7

Non-financial Data	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Consolidated number of employees	2,803	2,815	2,930	2,905	2,894	2,920	2,957	2,926	2,978	3,065	3,310
Non-consolidated number of employees	1,691	1,695	1,745	1,740	1,731	1,713	1,712	1,729	1,722	1,765	1,794
Non-consolidated percentage of female employees (%)	28.6	27.8	28.4	28.4	28.5	28.9	29.1	28.7	28.5	28.8	28.8
Non-consolidated percentage of female managers (%)	1.5	1.8	1.8	2.0	2.4	2.1	3.1	3.0	2.9	3.3	4.4
Number of directors (outside directors)	10 (0)	10 (0)	11 (1)	12 (2)	12 (2)	11 (2)	11 (2)	10 (2)	10 (2)	6 (2)	6 (2)
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	562	670	763	849	1,020	1,185	1,198	1,190	1,232	1,302	1,313
CO <sub>2</sub> emissions from main locations*2 (1,000 t-CO <sub>2</sub> )	3.9	4.6	4.6	4.3	4.2	4.2	3.4	2.8	2.8	2.9	2.5
Total amount of waste generated from main locations*2 (t)	380	373	364	332	316	375	355	321	312	336	313

\*1: Average exchange rate for FY 2022: \$1 = ¥129.32 \*2: Scope: Headquarters (Nishinomiya), Miki Factory, INT Center

# Financial Statements

## Consolidated Balance Sheets

(Unit: Millions of yen)

	FY 2021	FY 2022
<b>Assets</b>		
<b>Current assets</b>		
Cash on hand and in banks	14,350	15,376
Notes and accounts receivable trade	15,080	–
Notes, accounts receivable and contract assets	–	21,537
Electronically recorded monetary claims	1,617	1,076
Merchandise and finished goods	14,255	19,705
Work in progress	3,955	4,229
Raw materials and supplies	9,482	16,759
Others	3,574	3,872
Allowance for doubtful accounts	(306)	(277)
Total current assets	62,010	82,280
<b>Fixed assets</b>		
<b>Tangible fixed assets</b>		
Buildings and structures (net)	6,804	6,895
Machinery and vehicles (net)	897	897
Land	3,598	3,596
Construction in progress	304	95
Others (net)	1,794	2,428
Total tangible fixed assets	13,400	13,914
<b>Intangible assets</b>		
Goodwill	778	819
Software	3,436	3,121
Others	60	93
Total intangible assets	4,276	4,034
<b>Investments and other assets</b>		
Investments in securities	3,180	3,087
Assets related to retirement benefits	1,447	1,100
Deferred tax assets	240	412
Others	1,433	1,584
Allowance for doubtful accounts	(15)	(17)
Total investments and other assets	6,286	6,167
Total fixed assets	23,963	24,116
<b>Total assets</b>	85,973	106,396

(Unit: Millions of yen)

	FY 2021	FY 2022
<b>Liabilities</b>		
<b>Current liabilities</b>		
Notes and accounts payable trade	4,049	6,435
Electronically recorded monetary obligations	8,458	9,693
Short-term borrowings	2	8,009
Current portion of long-term borrowings	1,300	202
Accrued income taxes	332	912
Contract liabilities	–	2,756
Accrued bonuses	2,026	2,193
Allowance for product warranties	1,098	872
Others	7,755	6,448
Total current liabilities	25,023	37,525
<b>Long-term liabilities</b>		
Long-term borrowings	8,300	11,106
Deferred tax liabilities	536	363
Liabilities for retirement benefits	2,942	3,154
Others	1,288	1,744
Total long-term liabilities	13,068	16,368
Total liabilities	38,092	53,893
<b>Net assets</b>		
<b>Shareholders' equity</b>		
Common stock	7,534	7,534
Capital surplus	9,295	9,289
Retained earnings	32,152	33,375
Treasury stock	(187)	(175)
Total shareholders' equity	48,795	50,023
<b>Total accumulated other comprehensive income</b>		
Net unrealized gain or loss on securities, net of tax	654	975
Cumulative translation adjustments	(1,169)	1,974
Accumulated adjustments for retirement benefits	(399)	(860)
Total accumulated other comprehensive income	(914)	2,089
Non-controlling interests	–	389
<b>Total net assets</b>	47,880	52,503
<b>Total liabilities and net assets</b>	85,973	106,396

## Consolidated Income Statement

(Unit: Millions of yen)

	FY 2021	FY 2022
Net sales	84,783	91,325
Cost of sales	53,145	56,947
Gross profit	31,638	34,377
Selling, general and administrative expenses	29,105	32,853
Operating income	2,532	1,523
<b>Non-operating income</b>		
Interest income	20	54
Dividend income	129	125
Equity gains of affiliated companies	89	86
Insurance cash value	28	56
Exchange gain	114	366
Subsidy income	682	228
Others	289	345
Total	1,355	1,263
<b>Non-operating expenses</b>		
Interest expense	81	104
Loss on retirement of fixed assets	19	18
Others	69	70
Total	170	193
Ordinary income	3,717	2,593
<b>Special gains</b>		
Gain from sale of investment securities	3	–
Gain from sale of fixed asset	35	12
Gain on redemption of investment securities	34	–
Others	0	1
Total	73	13
<b>Special losses</b>		
Loss on sales of shares of subsidiaries	–	86
Loss from sale of fixed asset	–	2
Loss on redemption of investment securities	17	43
Impairment loss	39	24
Others	–	6
Total	56	163
Net income before income taxes	3,735	2,443
Income taxes-current	612	1,496
Income taxes-deferred	281	(469)
Total	893	1,027
Net income	2,841	1,416
Profit attributable to non-controlling interests	27	67
Net income attributable to owners of the parent	2,814	1,348

## Consolidated Comprehensive Income Statement

(Unit: Millions of yen)

	FY 2021	FY 2022
Net income	2,841	1,416
<b>Other comprehensive income</b>		
Net unrealized gain or loss on securities	180	321
Cumulative translation adjustments	1,672	3,064
Adjustments for retirement benefits	118	(460)
Share of other comprehensive income of entities accounted for using equity method	88	45
Total other comprehensive income	2,059	2,970
Comprehensive income	4,901	4,386
<b>Comprehensive income attributable to</b>		
Owners of the parent	4,873	4,282
Non-controlling interests	27	104

## Consolidated Cash Flow Statement

(Unit: Millions of yen)

	FY 2021	FY 2022
<b>Cash flow from operating activities</b>		
Net income before income taxes	3,735	2,443
Depreciation and amortization	3,161	3,061
Impairment loss	39	24
Increase (decrease) in allowance for doubtful accounts	(112)	(18)
Increase (decrease) in accrued bonuses	(48)	91
Increase (decrease) in liabilities for retirement benefits for employees	(26)	1
Increase (decrease) in assets for retirement benefits for employees	(49)	(61)
Increase (decrease) in allowance for product warranties	(17)	(238)
Interest and dividend income	(149)	(180)
Interest expenses	81	104
Decrease (increase) in accounts receivable trade	3,414	–
Decrease (increase) in accounts receivable trade and contract assets	–	(1,769)
Decrease (increase) in inventories	(3,015)	(13,155)
Decrease (increase) in notes and accounts payable - trade	1,285	2,507
Decrease (increase) in consumption taxes receivable	(396)	(109)
Decrease (increase) in contract liabilities	–	464
Decrease (increase) in paid-in transactions related liabilities	–	712
Others	(477)	243
Subtotal	7,422	(5,879)
Interests and dividends received	205	238
Interests paid	(91)	(86)
Income taxes paid or refunded	(1,343)	(765)
Net cash provided by operating activities	6,193	(6,492)
<b>Cash flows from investing activities</b>		
Payments into time deposits	(0)	(100)
Proceeds from withdrawal of time deposits	69	76
Payments for acquisition of tangible fixed assets	(3,133)	(1,616)
Proceeds from sales of tangible fixed assets	45	23
Payments for acquisition of intangible assets	(1,361)	(963)
Payments for sales of shares of subsidiaries resulting in change in scope of consolidation	–	(191)
Others	(9)	(253)
Cash flow from investing activities	(4,389)	(3,027)
<b>Cash flow from financing activities</b>		
Net increase (decrease) in short-term borrowings	–	8,007
Proceeds from long-term borrowings	400	3,000
Repayments of long-term borrowings	(760)	(1,308)
Dividends paid by parent company	(1,576)	(946)
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(1,245)	–
Others	(335)	(489)
Cash flow from financing activities	(3,518)	8,263
Effect of exchange rate change on cash and cash equivalents	774	1,397
Net change in cash and cash equivalents	(940)	141
Cash and cash equivalents at beginning of year	14,804	13,864
Increase in cash and cash equivalents from newly consolidated subsidiary	–	575
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	–	102
<b>Cash and cash equivalents at end of year</b>	13,864	14,683

## Corporate Profile as of February 28, 2023

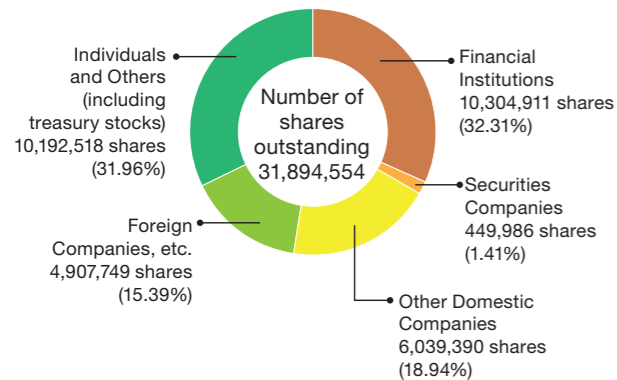
### Corporate Outline

Company Name	<b>FURUNO ELECTRIC CO., LTD.</b>
Incorporated	May 23, 1951
Headquarters	9-52 Ashihara-cho, Nishinomiya City, Hyogo. 662-8580, Japan
Capital	7,534 million yen
Number of Companies	Consolidated Subsidiaries 33 Unconsolidated Subsidiary 1 Affiliated Companies 2
Number of Employees	Consolidated 3,310 Non-consolidated 1,794

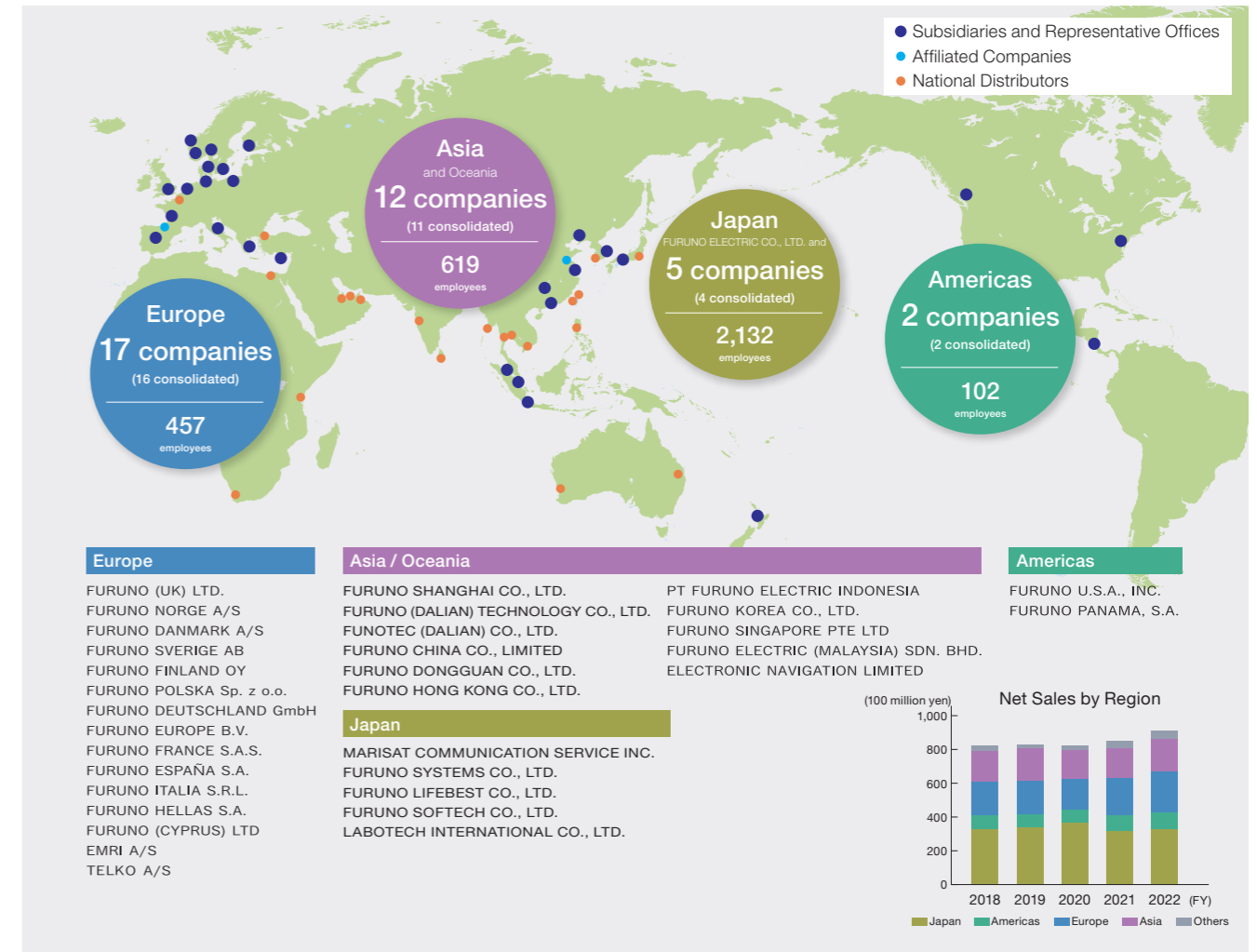
## Stock Information as of February 28, 2023

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: 331,818 shares  
 Number of shareholders: 7,447 shareholders

Shareholders	Number of shares held (Thousands of shares)	Shareholding ratio (%)
Furuno Kosan Co., Ltd.	4,186	13.26
The Master Trust Bank of Japan, Ltd. (Trust Account)	3,179	10.07
Furuno Electric Business Partner Shareholding Association	1,110	3.52
Custody Bank of Japan, Ltd. (Trust Account)	1,106	3.51
The Dai-ichi Life Insurance Company, Limited	1,000	3.17
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
Custody Bank of Japan, Ltd. (Trust Account 4)	809	2.56
Echo Kosan, Ltd.	560	1.77
DFA INTL SMALL CAP VALUE PORTFOLIO	480	1.52



## Global Network



### 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, 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 the Mediterranean and Aegean seas.