

# 2022年3月期決算説明資料

Fiscal Year Ended March, 2022  
Financial Results

2022年5月13日

May 13th, 2022

株式会社エフテック

F-TECH INC.

証券コード: 7212

<https://www.ftech.co.jp>



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連結決算概要(前年同期比)

Consolidated Financial Results Overview (Year on Year)



(単位:百万円) (Unit: Million Yen)

	2021年3月期 実績 FY Mar. 2021 Actual		2022年3月期 実績 FY Mar. 2022 Actual		増減 Change	
売上高 Sales	183,647	100.0%	191,892	100.0%	8,244	4.5%
営業利益 Operating Profit	3,072	1.7%	1,142	0.6%	▲1,929	▲62.8%
経常利益 Ordinary Profit	2,383	1.3%	1,292	0.7%	▲1,090	▲45.8%
親会社株主に帰属する 当期純利益 Profit Attributable to Owners of Parent	▲1,165	▲0.6%	209	0.1%	1,374	—
1株利益(円) Earnings per share (Yen)	▲62.58	—	11.27	—	73.85	—

為替 FX Impact

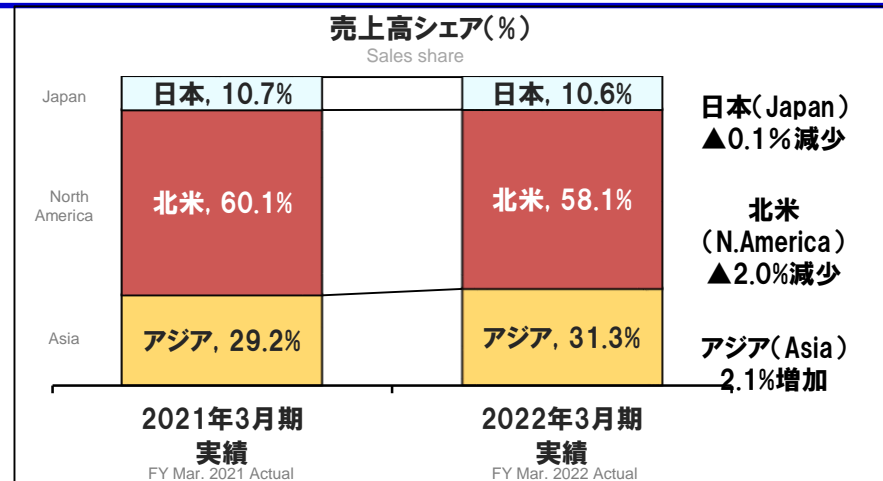
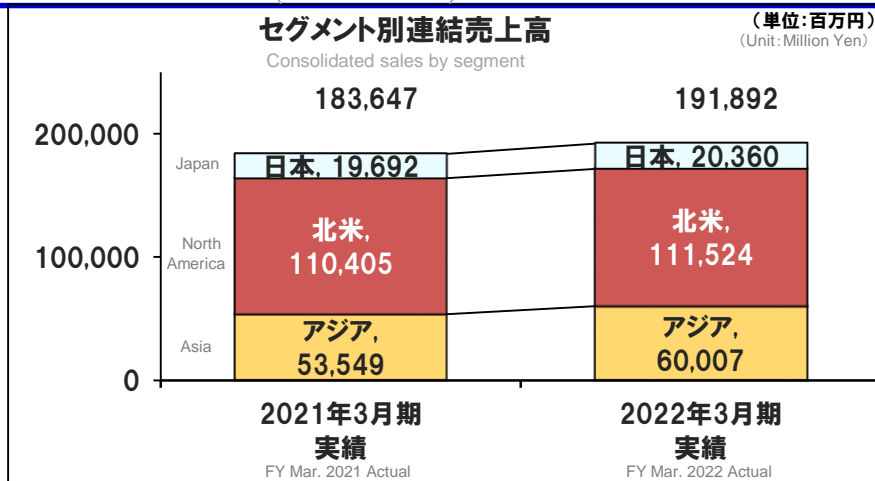
	2021年3月期 FY Mar. 2021	2022年3月期 FY Mar. 2022	増減 Change
1US\$	105.95円	113.03円	7.08円
1CAN\$	80.31円	90.14円	9.83円
1人民元 1 Yuan (RMB)	15.42円	17.12円	1.70円

親会社株主に帰属する当期純損益で黒字化転換

Return to profitability in net income attributable to owners of the parent

# 連結売上高(前年同期比)

Consolidated Sales (Year on Year)



## 連結売上高増減 Change in Consolidated Sales

	2021年3月期 FY Mar. 2021	2022年3月期 FY Mar. 2022	増減 Change	増減率 Change(%)	為替影響 FX Impact	実質増減 Real Difference	増減率 Change(%)
日本 Japan	19,692	20,360	667	3.4%	—	668	3.4%
北米 North America	110,405	111,524	1,119	1.0%	9,044	▲7,925	▲7.2%
アジア Asia	53,549	60,007	6,458	12.1%	5,074	1,384	2.6%
連結 Consolidated	183,647	191,892	8,244	4.5%	14,118	▲5,873	▲3.2%

## 半導体影響により北米生産が減少、為替影響があるものの実質減収

Production in North America decreased due to the impact of semiconductor shortages, and real sales decreased despite the foreign exchange impact

# セグメント別営業利益(前年同期比)

Operating Profit by Segment (Year on Year)

(単位:百万円)  
(Unit: Million Yen)

	金額 Operating Profit			
	2021年 3月期 実績 FY Mar. 2021 Actual	2022年 3月期 実績 FY Mar. 2022 Actual	増減 Change	増減率 Change (%)
日本 Japan	299	1,202	902	301.1%
北米 North America	▲686	▲2,802	▲2,116	-
アジア Asia	3,993	3,292	▲701	▲17.6%
合計 Total	3,606	1,691	▲1,914	▲53.1%
調整 Adjust	▲534	▲548	▲14	-
連結 Consolidated	3,072	1,142	▲1,929	▲62.8%

シェア (%) Share		
2021年 3月期 実績 FY Mar. 2021 Actual	2022年 3月期 実績 FY Mar. 2022 Actual	増減率 Change (%)
9.8%	105.2%	95.4%
▲22.4%	▲245.2%	▲222.9%
130.0%	288.1%	158.1%
117.4%	148.0%	30.6%
▲17.4%	▲48.0%	▲30.6%
100.0%	100.0%	-

# セグメント別連結業績（日本）

Operating Performance by Segment (Japan)

(単位:百万円)(Unit: Million Yen)



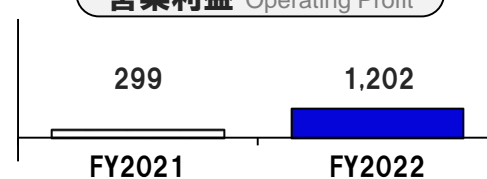
## 売上高 Sales



増減額 Change	667
増減率 Change(%)	3.4%
為替影響 FX Impact	—
実質増減 Real Change	667
増減率(%) Change	3.4%

	増減理由 Reason of Change	
1	主要得意先からの受注減少 Product sales to main customers decrease	▲817
2	商品売上増加(Gr向け金型設備売上) Machine and tools sales increase(Sales of die equipment for the Group)	2,075
3	技術収入売上(ロイヤリティ、開発費、他) Technical services income increase(Royalty, Development fee, etc)	709
4	国内子会社売上増加 Domestic subsidiaries sales increase	1,245
5	内部売上控除(Gr会社向け売上増加影響) Elimination of intercompany sales (Impact of increased sales to the Group companies)	▲2,545
	Total	667

## 営業利益 Operating Profit



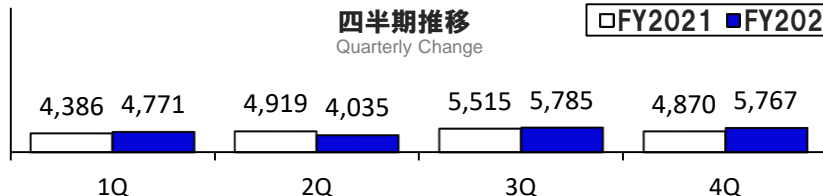
増減額 Change	902
増減率 Change(%)	301.1%
為替影響 FX Impact	—
実質増減 Real Change	902
増減率(%) Change	301.1%

	増減理由 Reason of Change	
1	付加価値売上減少 Value-added sales decrease	▲815
2	商品及び技術収入売上増加による利益増 Machines and tools sales and technical services sales increase	1,117
3	経費減(労務費・償却費・販管費)等 Cost reduction(Labor expense, depreciation and SG&A), etc	534
4	国内子会社の売上増加による利益増 Domestic subsidiaries sales increase	66
	Total	902

## 四半期推移

Quarterly Change

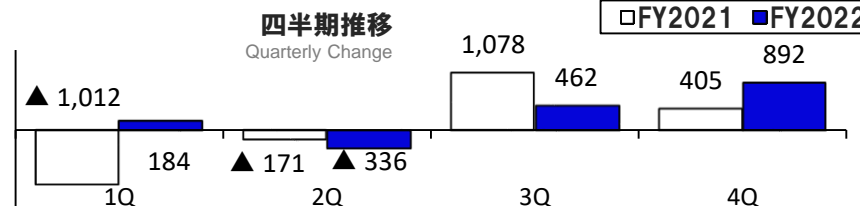
□FY2021 ■FY2022



## 四半期推移

Quarterly Change

□FY2021 ■FY2022



**主要得意先の生産減少を商品売上・技術収入でカバー、経費削減効果もあり増収増益**

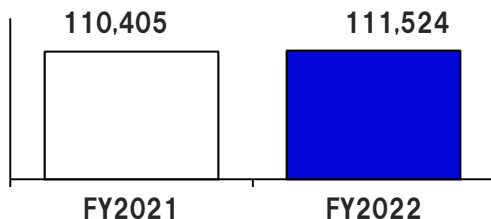
Sales and profit increased owing to the effect of cost reductions, as well as product sales and technical services income offsetting the decrease in production at main customers.

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# セグメント別連結業績（北米）

Operating Performance by Segment (North America)

## 売上高 Sales

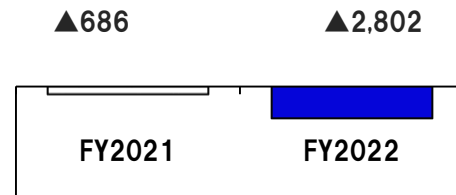


増減額 Change	1,119
増減率 Change(%)	1.0%
為替影響 FX Impact	9,044
実質増減 Real Change	▲7,925
増減率(%) Change	▲7.2%

	増減理由 Reason of Change	
1	主要得意先の製品受注減少 Product sales to main customers decrease	▲10,489
2	その他の得意先向け製品受注の変化、他 Change in orders for products to other customers, etc	2,563
3	為替換算影響 FX impact	9,044
	Total	1,119

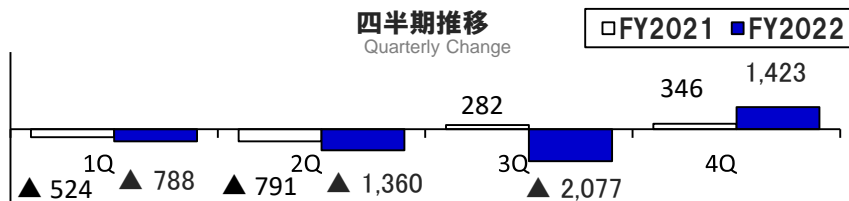
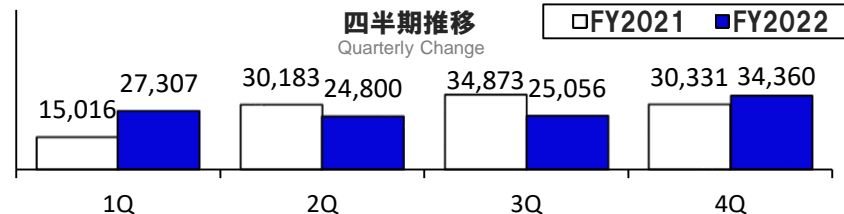
## 営業利益 Operating Profit

(単位:百万円)(Unit: Million Yen)



増減額 Change	▲2,116
増減率 Change(%)	—
為替影響 FX Impact	▲229
実質増減 Real Change	▲1,887
増減率(%) Change	—

	増減理由 Reason of Change	
1	売上減少による減益 Sales decrease	▲1,587
2	(前期)コロナ影響による固定費特損振替・助成金収入 (Previous term) Fixed costs incurred due to COVID-19 transferred to extraordinary loss and grant income	▲300
3	為替換算影響 FX impact	▲229
	Total	▲2,116



半導体不足等サプライチェーンの混乱により得意先の生産が大きく減少

Production of main customers decreased significantly due to the disruption of supply chain, including semiconductor shortages.



# セグメント別連結業績（アジア）

Operating Performance by Segment (Asia)

(単位: 百万円)  
(Unit: Million Yen)



## 売上高 Sales

53,549 60,007

FY2021

FY2022

増減額 Change 6,458

増減率 Change(%) 12.1%

為替影響 FX Impact 5,074

実質増減 Real Change 1,384

増減率 (%) Change 2.6%

### 増減理由 Reason of Change

1	(中国) 主要得意先の受注減少 (China) Product sales to main customers decrease	▲1,084
2	(中国) その他得意先の受注減少 (China) Product sales to other customers decrease	▲334
3	(ア大) 主要得意先の受注増加 (Asia) Product sales to main customers increase	1,523
4	(ア大) その他得意先の受注増加 (Asia) Product sales to other customers increase	1,278
5	為替換算影響 FX impact	5,074
Total		6,458

## 営業利益 Operating Profit

3,993 3,292

FY2021

FY2022

増減額 Change ▲701

増減率 Change(%) ▲17.6%

為替影響 FX Impact 346

実質増減 Real Change ▲1,047

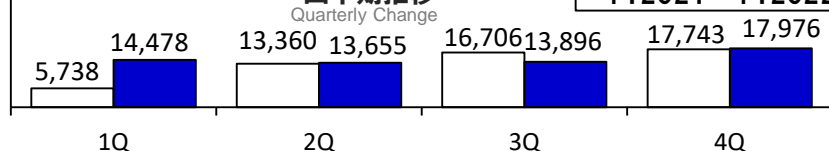
増減率 (%) Change ▲26.2%

### 増減理由 Reason of Change

1	(中国) 製品売上増減影響及びコスト増加 (China) Change in product sales and increased cost	▲822
2	(中国) 前期補償有 (China) Compensation in the previous term due to the production stop for OEM	▲472
3	(ア大) 製品売上増加に伴う利益増加 (Asia) Product sales increase	781
4	(ア大) 商品売上増加に伴う利益増加 (Asia) Machines and Tools sales increase	162
5	為替換算影響 FX impact	346
6	(前期) コロナ影響による固定費特損振替 (Previous term) Fixed costs incurred due to COVID-19 transferred to extraordinary loss	▲696
Total		▲701

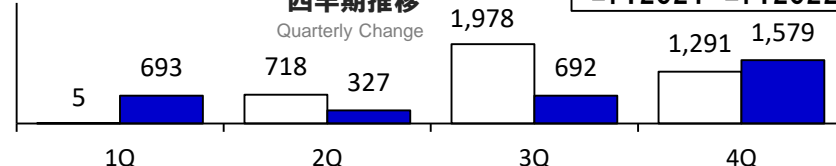
### 四半期推移 Quarterly Change

□FY2021 ■FY2022



### 四半期推移 Quarterly Change

□FY2021 ■FY2022

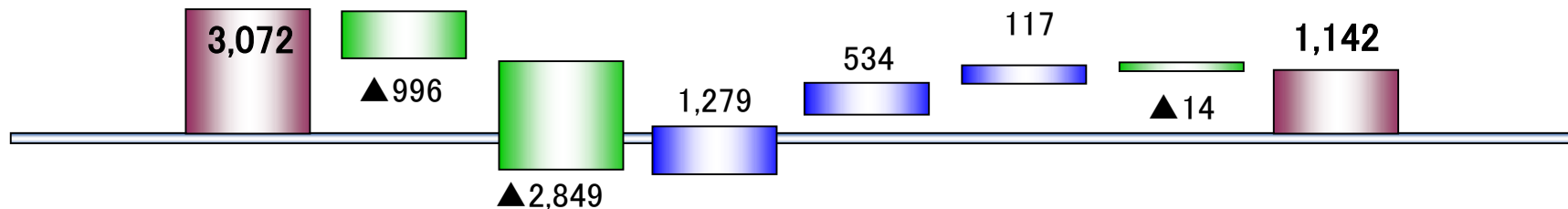


**中国: 半導体不足影響や生産変動対応コスト増、ア大: 生産回復、一過性コスト負担の解消**

(China): Impact of semiconductor shortages and cost to deal with production fluctuation increase, (Asia): Production recovery and the elimination of transient cost burdens

# セグメント別営業利益(2022年3月期実績)

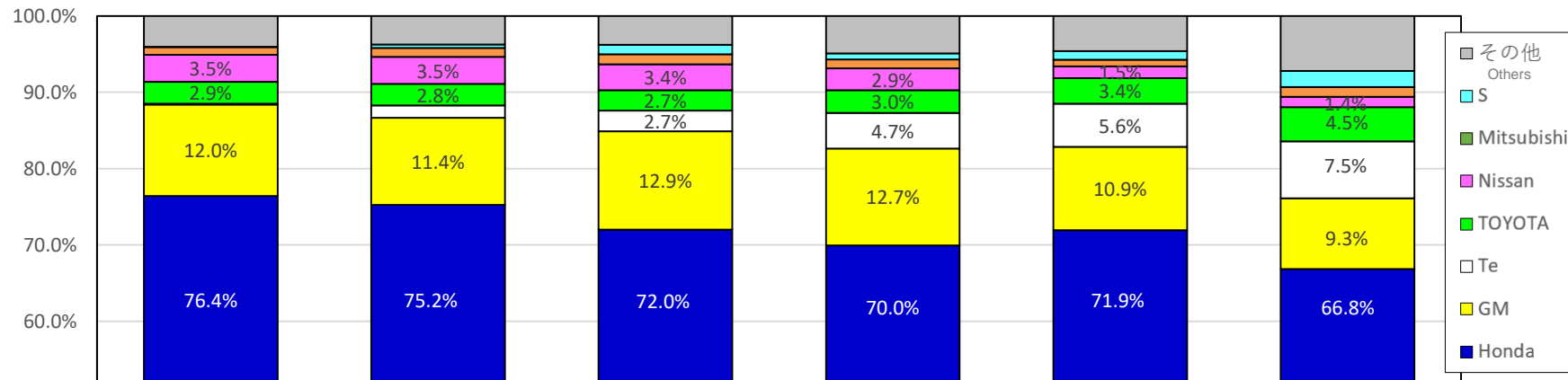
Changes in Operating Profit by Segments (FY Mar. 2022 Actual)



	2021年 3月期 FY Mar. 2021	コロナ 特損振替 Transfer to Extraordinary loss due to COVID-19	製品売上 影響 Product Sales Impact	商品・ 技術収入 売上影響 Machine and Tools, and Technical services sales impact	経費増減 合理化 Expense Reduction Rationalization	為替影響 FX Impact	連結調整 Consolidated Adjustment	2022年 3月期 FY Mar. 2022	増減 Change
日本 Japan	299		▲749	1,117	534			1,202	902
北米 North America	▲686	▲300	▲1,587			▲229		▲2,802	▲2,116
アジア Asia	3,993	▲696	▲513	162		346		3,292	▲701
調整 Adjust	▲534						▲14	▲548	▲14
連結 Consolidated	3,072	▲996	▲2,849	1,279	534	117	▲14	1,142	▲1,929

# 得意先別売上高の推移

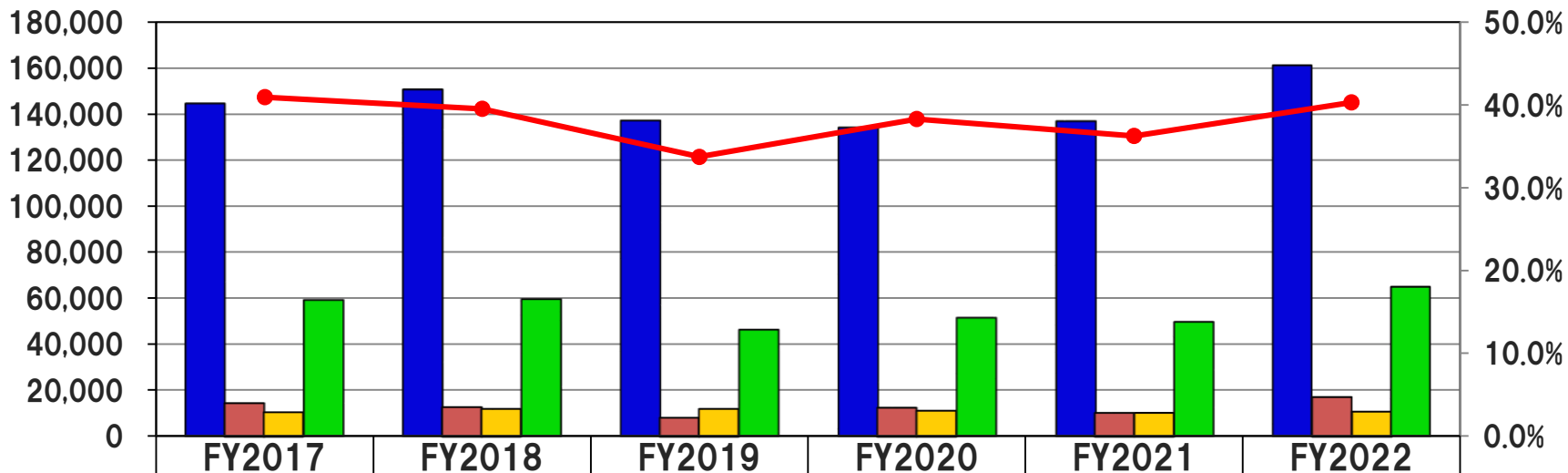
Sales Changes by Customer



	FY Mar. 2017	FY Mar. 2018	FY Mar. 2019	FY Mar. 2020	FY Mar. 2021	FY Mar. 2022
Honda	151,282	170,089	169,512	153,004	132,123	128,269
GM	23,683	25,782	30,258	27,719	20,051	17,791
Te	247	3,661	6,443	10,211	10,374	14,317
TOYOTA	5,658	6,428	6,300	6,471	6,178	8,563
Nissan	6,985	7,957	7,977	6,275	2,825	2,609
Mitsubishi	2,036	2,648	3,051	2,597	1,541	2,505
S	71	1,010	2,913	1,686	2,066	4,002
その他 Others	7,979	8,485	8,907	10,749	8,489	13,836
	197,941	226,060	235,361	218,712	183,647	191,892

(単位:百万円)

(Unit: Million Yen)



総資産 Total Asset	144,420	150,525	137,010	134,038	136,714	160,931
設備投資 Capital Investment	14,094	12,435	8,056	12,238	10,010	16,651
減価償却費 Depreciation	10,335	11,666	11,720	10,890	10,032	10,581
有利子負債 Interest-Bearing Debt	59,129	59,510	46,220	51,342	49,565	64,867
有利子負債依存度 Interest-Bearing Debt Ratio	40.9%	39.5%	33.7%	38.3%	36.3%	40.3%

# 連結業績予想(2023年3月期予想)

Consolidated Earnings Forecast (FY Mar. 2023 forecast)

(単位:百万円)  
(Unit: Million Yen)



	2022年3月期 実績 FY Mar. 2022 Actual		2023年3月期 予算 FY Mar. 2023 Plan		増減 Change	
<b>売上高</b> Sales	191,892	100.0%	270,000	100.0%	78,107	40.7%
<b>営業利益</b> Operating Profit	1,142	0.6%	4,000	1.5%	2,857	250.0%
<b>経常利益</b> Ordinary Profit	1,292	0.7%	3,000	1.1%	1,707	132.0%
<b>親会社株主に帰属する 当期純利益</b> Profit Attributable to Owners of Parent	209	0.1%	1,000	0.7%	790	377.5%
<b>1株利益(円)</b> Earnings per share (Yen)	11.27	—	53.80	—	42.54	377.5%

為替 FX Impact

	2022年3月期 FY Mar. 2022	2023年3月期 FY Mar. 2023	増減 Change
1US\$	113.03円	127.00円	13.97円
1CAN\$	90.14円	99.50円	9.36円
1人民元 1Yuan(RMB)	17.12円	19.00円	1.88円

中国ゼロコロナ政策や北米半導体不足の影響は依然大きいですが、徐々に生産の正常化を見込む

Although the impact of "ZERO-COVID" policy in China and semiconductor shortages is still significant, we expect gradual production normalization.

# 配当金の状況

Status of Dividend



		1Q末 End of Q1	2Q末 End of Q2	3Q末 End of Q3	期末 End of the Term	合計 Total	配当性向 Payout Ratio
<b>2021年3月期配当予定(前回)</b> FY Mar. 2021 Plan (Last term)		—	<b>0円00銭</b> 0 yen	—	<b>8円00銭</b> 8 yen	<b>8円00銭</b> 8 yen	—
<b>2022年3月期配当予定(今回)</b> FY Mar. 2022 Plan (Current term)		—	<b>0円00銭</b> 0 yen	—	<b>10円00銭</b> 10 yen	<b>10円00銭</b> 10 yen	<b>88.7%</b>
	<b>前回差</b> Change	—	<b>0円00銭</b> 0 yen		<b>2円00銭</b> 2 yen	<b>2円00銭</b> 2 yen	—
<b>2023年3月期配当予想(翌期)</b> FY Mar. 2023 Forecast (Next term)		—	<b>10円00銭</b> 10 yen	—	<b>10円00銭</b> 10 yen	<b>20円00銭</b> 20 yen	<b>18.6%</b>
	<b>前回差</b> Change	—	<b>10円00銭</b> 10 yen	—	<b>0円00銭</b> 0 yen	<b>10円00銭</b> 10 yen	—

## 配当方針 Divided Policy

当社の利益配分に関する基本方針は、業績に基づく利益還元を基本としています。

財務体質の強化を図りながら利益の状況、将来の事業展開など長期的な視野に立って皆様への利益還元を図ってまいります。

配当性向の当面の目途を親会社株主に帰属する当期純利益の10%以上とし、中間、期末の年2回を基本としております(期末配当は株主総会決議)。

F.tech's basic policy regarding the profit distribution is based on the business performance. Along with reinforcing our financial characteristics, we will review profit situation and future business opportunities from a long-term perspective, and distribute profit back to shareholders. Our payout ratio target is 10% or greater of the "Net profit attributable to parent company shareholders", and it is paid out twice a year – middle and end of the year. (Year-end dividend is resolved at the shareholders meeting.)



## 14<sup>th</sup> Midterm Business Plan

Company Policy: Let's exceed our limits!

We will, without compromise, produce the "Best One" for all our customers.

66<sup>th</sup> term (FY2021)

67<sup>th</sup> term (FY2022)

68<sup>th</sup> term (FY2023)

### **Back to Basics**

~Master what you suppose to do~

◇Achieve profit at all facilities ◇Evolution of the simulation ◇Revival of domestic facilities

### **Challenge for New**

~Challenge to create new value~

◇Acquire new customers ◇Challenge in new regions ◇Create new business opportunities

Maximize group efficiency

Target

#### 【Productivity】

- Improving manpower efficiency

#### 【Efficiency】

- Automated inspection device

#### 【Profitability】

- Reducing scrap cost
- Turning FCF in the black

**Our Vision :** Aim to become the world's leading supplier specializing in the area of underbody functions



## 14<sup>th</sup> Midterm Three Year Business Plan

		FY2021	FY2022	FY2023
14 <sup>th</sup> Midterm Business Plan	Sales	216 Billion yen	222 Billion yen	215 Billion yen
	Operating Profit	5.0 Billion yen	7.0 Billion yen	7.5 Billion yen
	Operating Profit ratio	2.3%	3.2%	3.5%
Actual and FY2023 Plan	Sales	183.6 Billion yen	191.8 Billion yen	270 Billion yen
	Operating Profit	3.0 Billion yen	1.1 Billion yen	4.0 Billion yen
	Operating Profit ratio	1.7%	0.6%	1.5%


The midterm Business Plan was not achieved due to the significant decrease of production resulted from COVID-19 impact and the semiconductor supply shortages.

## <Back to Basics ~Master what you are supposed to do~>

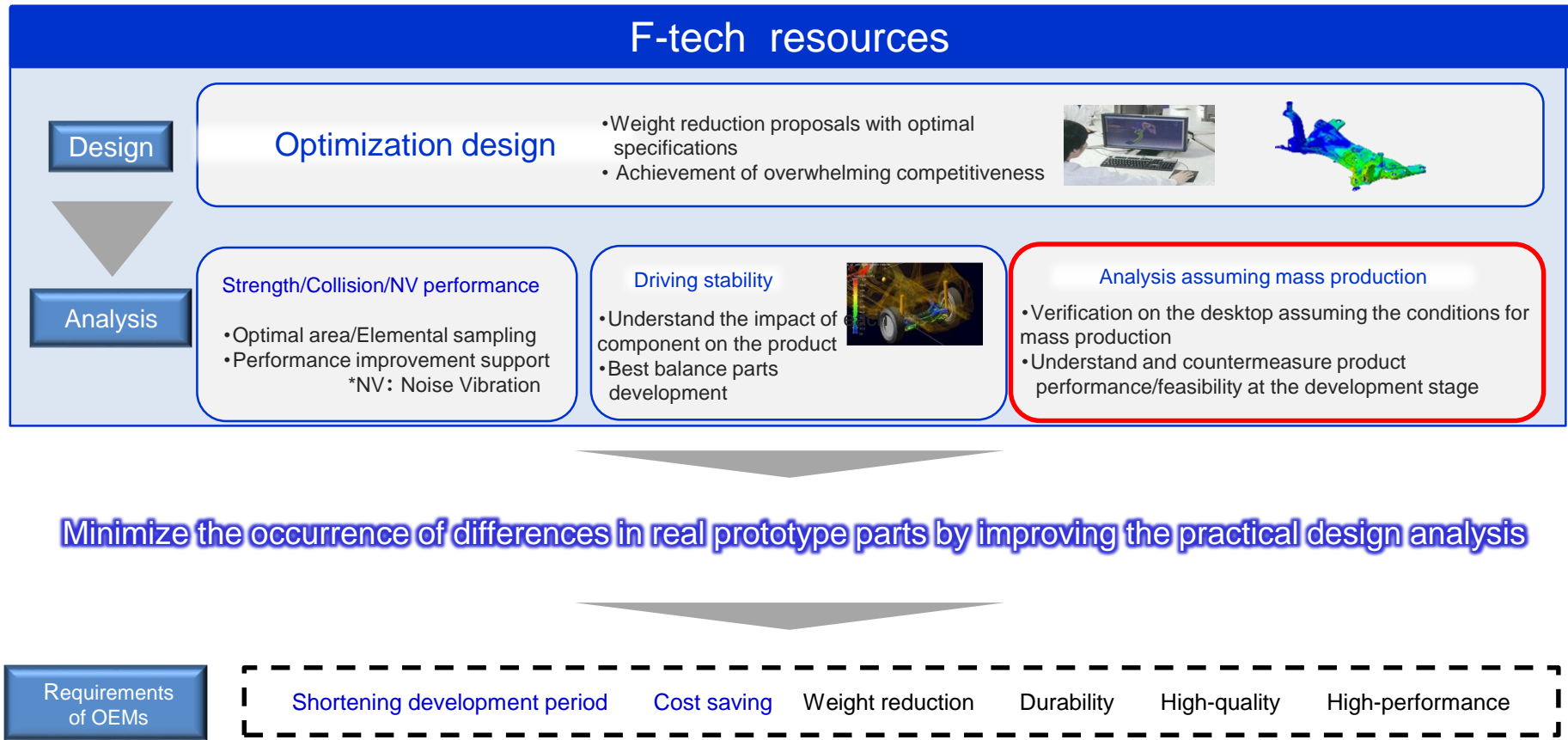
- ◇Achieve profit at all facilities
- ◇Evolution of the simulation
- ◇Revival of domestic facilities

## <Challenge for New ~Challenge to create new value~>

- ◇Acquire new customers
- ◇Challenge in new regions
- ◇Create new business opportunities

	FY 2022 Activities	FY 2022 Results	FY 2023 Further Activities
JAPAN	<ul style="list-style-type: none"> <li>• Increase in overseas sales</li> <li>• Expense reduction</li> <li>• Acquire new customers</li> <li>• Create new business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Machines and Tools sales increased by 30% compared to the previous year.</li> <li>• Expense reduction impact: ▲1 billion yen from 2019 continued</li> <li>• Started to supply our products to Toyota</li> <li>• New business initiatives are in progress</li> </ul>	<ul style="list-style-type: none"> <li>• Expand support to strengthen the overseas plants</li> <li>• Continue expense reduction.</li> <li>• Expand the orders from new customers</li> <li>• Continue the initiatives for new business opportunities</li> </ul>
North America	<p>&lt;Completion of improvement activities&gt;</p> <ul style="list-style-type: none"> <li>• Productivity improvement, insourcing the outsourced production, warehouse integration, manpower efficiency improvement, quality stabilization, etc.</li> <li>• Responding to new orders</li> </ul>	<p>&lt;Status of improvement activities&gt;</p> <ul style="list-style-type: none"> <li>• Implemented improvement activities, and achieved a certain level of effectiveness</li> </ul>  <ul style="list-style-type: none"> <li>• Significant production reductions by customers → Profitability was not achieved</li> <li>• Mass production preparation for new models went smoothly</li> </ul>	<p>&lt;Continue activities of FY 2022&gt;</p> <ul style="list-style-type: none"> <li>• Further strengthen and promote improvement activities (Additional people from Japan to reinforce) → Flexible structure to respond to production reductions</li> <li>• Continue preparations for mass production of new models.</li> </ul>
Asia	<ul style="list-style-type: none"> <li>• Address issues by each plant</li> <li>• Reinforce the foundation of business in India</li> </ul>	<ul style="list-style-type: none"> <li>• Some plants were not able to achieve profitability due to production reductions by customers, and impact of rising costs of transportation and materials</li> <li>• Consider to make ISS, F-tech own 10% of share in India, into a wholly owned subsidiary</li> </ul>	<ul style="list-style-type: none"> <li>• Responding to production reductions by customers Improvement of production efficiency → Cost reduction Pursue manpower efficiency</li> <li>• Smooth takeover of ISS operations, securing of customer transactions, and strengthening of die business</li> </ul>

Aim to achieve profit at all facilities by ensuring the implementation of activities in FY2023

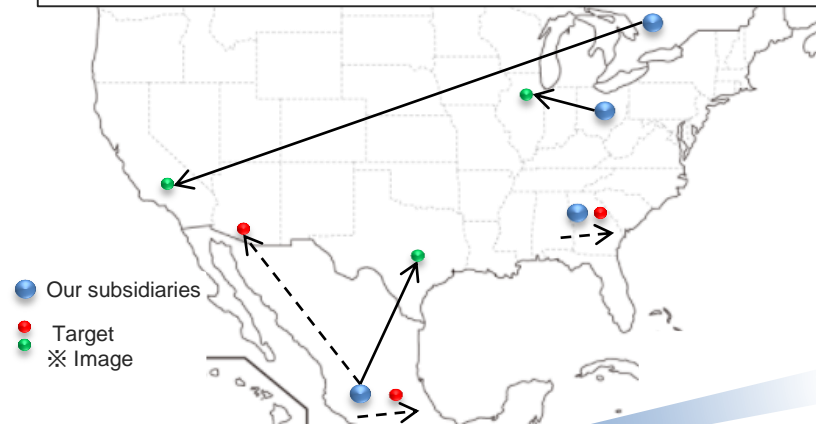


	FY 2022 Activities	FY 2022 Results	FY 2023 Further Activities
Securing sales	<ul style="list-style-type: none"> <li>•Acquire new customers</li> <li>•Ensure profit from the sales of Machines and Tools to overseas facilities</li> </ul>	<ul style="list-style-type: none"> <li>•Achieved stable start-up of mass production of Toyota vehicles</li> <li>•Sales of Machines and Tools for new models reached a record high</li> </ul>	<ul style="list-style-type: none"> <li>•Complete mass production preparation of new models for new customers</li> <li>•Supply Machines and Tools efficiently in accordance with new model setup timing</li> </ul>
Responding to production reductions	<ul style="list-style-type: none"> <li>•Further improve efficiency of manufacturing structure</li> </ul>	<ul style="list-style-type: none"> <li>•Manpower optimization through line consolidation</li> </ul>	<ul style="list-style-type: none"> <li>•Further line consolidation →Further improvement of manpower efficiency</li> </ul>
Cost reduction	<ul style="list-style-type: none"> <li>•Insourcing of outsourced production</li> <li>•Warehouses integration</li> <li>•Improvement of internal material flow</li> <li>•Reduction of SG&amp;A</li> </ul>	<ul style="list-style-type: none"> <li>•Create space by line consolidation</li> <li>•3% SG&amp;A reduction</li> </ul>	<ul style="list-style-type: none"> <li>•Use space effectively →Insourcing of outsourced production</li> <li>•Warehouse integration →Reduction of inter-company transportation (taking the new orders into consideration)</li> <li>•Strict control of investments and expenses</li> </ul>
Business reform of SGA departments	<ul style="list-style-type: none"> <li>•Consolidation of SGA operations, improve efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>•Launched a project to improve the process of SGA tasks</li> <li>•Project team and system department worked together to consolidate the tasks and systemize operations</li> </ul>	<ul style="list-style-type: none"> <li>•Expand the scope of business consolidation and systemization and continue to improve efficiency</li> </ul>

Maintain top-line and achieve low cost operating structure

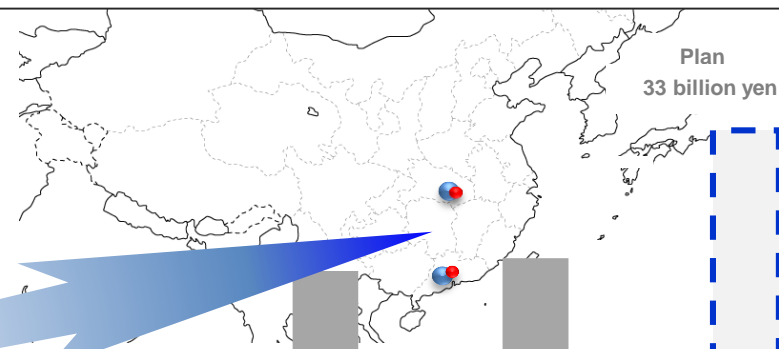
## North America American EV OEMs

Responding to business expansion of EV Big3 and GM's shift to EV



## China Japanese EV OEMs

Interacting with EV strategies of our main customers



240 million yen

Sales for EV

Plan  
22 billion yen

FY 2018

FY 2019

FY 2020

FY 2021

FY 2022

FY 2023

FY 2024

FY 2025

End of 15th  
Midterm

## Expand EV business in America and China

### <Mexico>

Great potential as an automotive supply area in North America

#### Investment STEP1 completed

- Factory expansion
- Installation of new model equipment
- Investment for stamping press/paint equipment



2012

2021

Preparing for production of products for EVs



F&P MFG DE MEXICO, S.A. DE C.V.  
expansion



Expansion  
area

2022

NEXT  
STAGE

- Factory expansion in progress (STEP2)
  - Mass production of new models and Preparation for increase volume started
- |                      |                      |
|----------------------|----------------------|
| <OEM H>SUV           | 100k/Year            |
| <OEM G>SUV           | 200k volume increase |
| <US EV Company > SUV | 250k/Year            |



Invested US\$100M in accordance with production capacity expansion plan

**<India> The 3<sup>rd</sup> major business area following North America and China**



◆ Started mass production of Rear Axle beam in Jan 2022  
(April production: 650/Day)

• Established JV with VG  
• 2 experts started to work  
• Started to supply rear Axle beam to SMG

2020-2021

M&A ISS from Sumitomo corporation

2022

High efficiency, high quality  
Chassis products ⇒ Supply to SMG (400k/Year)

2023

Expansion complete  
Enlarge the supply AMT to SMG  
Develop New customer

2025

Strengthening the sales activities  
Establish R&D function

From R&D to mass production  
Accomplish "Comprehensive solution"  
Develop new customer in India

2030

Challenges for the potential growth in India

SMG: Suzuki Motor Gujarat

ISS: India Steel Summit Private Limited




## Move forward to the new growth stage in India



# Challenge in New Regions ~Challenge for New~

## ISS Company profile



Company name	India Steel Summit Private Limited	 March 25, 2022 Signing ceremony
Address	Greater Noida, Uttar Pradesh India	
Business	Steel processing, manufacture of stamped parts, <b>Die fabrication</b>	
Established	August 26, 2006	 
Capital	INR 768,000,000 (as of April 1, 2022)	
Investment ratio	F-TECH Inc. 90% FUKUDA ENGINEERING CO., LTD. 10%	
Consolidated sales	2,090 million yen (March, 2021 1INR=1.5 JPY)	
Number of employees	379 (as of April 2021)	

## Strengthen die business and improve competitiveness in India

At Minami - kurihashi station area, Kuki, Saitama  
Sustainable next generation town development  
through industry-government-academia  
collaboration

“BRIDGE LIFE Platform Concept”

BRIDGE LIFE  
Platform 構想

Collaborate with 「Waseda University Onoda laboratory」  
in the area of mobility!

Co-creation



One of 12 sponsoring  
companies

WASEDA University  
Onoda Laboratory



Sharing is possible in travel and  
transportation across the town  
「Next generation electric mobility」

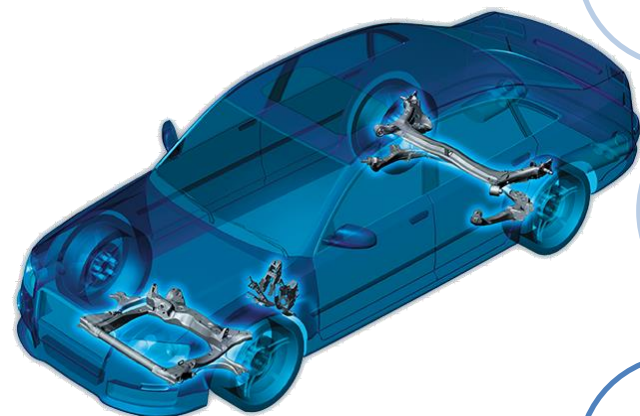
F-TECH takes the lead  
in the structural design and development  
of chassis system !



Production of prototype vehicle also started

The actual vehicle is scheduled to be introduced  
for the first time at town opening on May 26 !

Produce “Smart mobility vehicle ” for next generation town planning



1

## 決算概要

Financial Summary

2

## 経営戦略

Management Strategy

3

## トピックス

Topics

## Activities to date

- ◆ The CDP survey
  - B rating in 2021
- ◆ Visualization of energy usage
  - A system is used in Japan
- ◆ Energy saving activities
  - Acquire and implement ISO50001
  - Expand the Energy management system to the group companies

Continue current activities

In 2022

## Carbon neutral project to be launched

Examples of  
items that F-  
tech sees as  
issues

- Renewable energy/Introduction of low CO2 electricity
- High efficiency equipment/Introduction of technology
- Improvement of productivity/ Review of manufacturing processes

Experts from various areas are brought to solve  
the issues

Corporate planning, R&D, Procurement, Quality,  
Facilities, Production, Administrative areas

Establish and promote mid-term and long-  
term activity plans

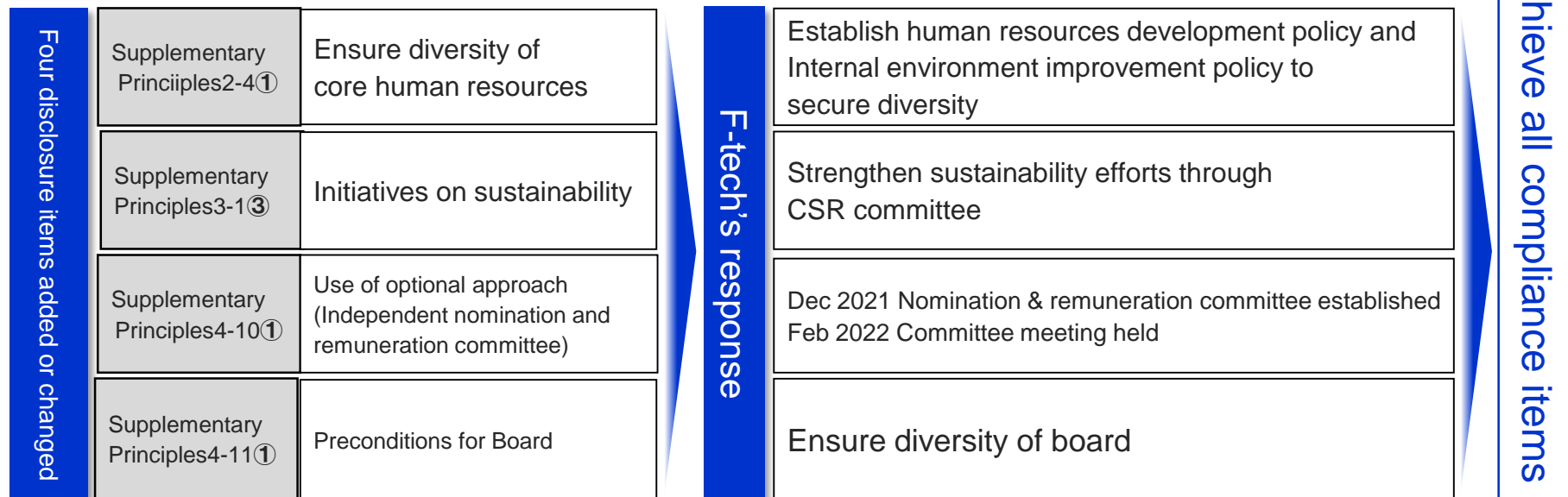
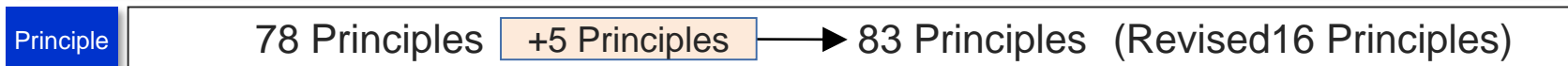
New areas

GOAL

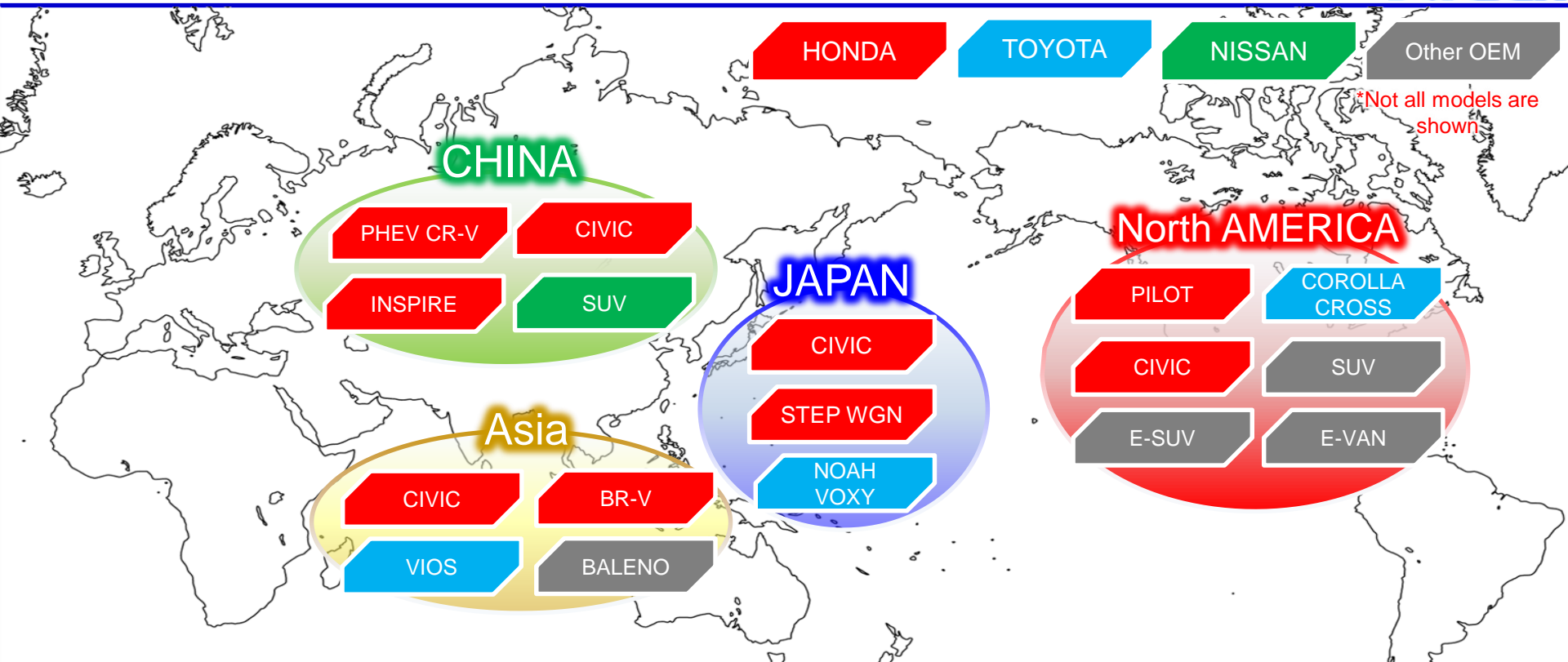
Achieve  
carbon  
neutrality

## Start to achieve Carbon Neutrality by 2050

## Corporate governance code revision



Promoting expansion of governance system to increase corporate value



Many new models were launched in major business areas



# Achievements of Awards in the 67th Term



Japan	Ftech	Quality	◆ NISSAN MOTOR CO.,LTD. “Nissan Global Supplier Award -Quality Award”		
	Kameyama Plant	Production Engineering	◆ Awarded by the Minister of Education, Culture, Sport, Science and Technology *Awarded for the 4 <sup>th</sup> year in a row. “Conveyance free roller improvements”		
North America	Ftech	General	◆ General Motors “Supplier of the Year Award “		
	DYNAMIG	Support	◆ General Motors “Customer Care and Aftersales On-Time Shipping Award”		
	FPA/ FPMX	Quality	◆ General Motors “Supplier Quality Excellence Award” *FPMX Awarded for the second year in a row		
	FPG	Quality	◆ Nissan North America “NISSAN REGIONAL SUPPLIER QUALITY MASTER CERTIFICATE”		
		Quality	◆ Mazda Toyota Manufacturing, U.S.A., Inc., “Excellent Quality Award”		
	FPMX	Quality	◆ General Motors “Customer Care and Aftersales On-Time Shipping Award”		
China	FTW	Quality	◆ SAIC General Motors Corporation Limited “Supplier Effort Award”		
Asia	FPMI	Quality	◆ Toyota Motor Philippines Corporation “2021 Superior Quality Performance Award”		
		Delivery	◆ Toyota Motor Philippines Corporation “Plaque of appreciation for100% export delivery”		

ご清聴ありがとうございました

Thank you for your attention!



本資料で記述している将来予測及び業績予想は、現時点で入手可能な情報に基づき当社が判断した予想であり、潜在的なリスクや不確実性が含まれています。

そのため、様々な要因の変化により実際の業績と記述としている将来見通しは、大きく異なる可能性があることを御承知おき下さい。

The future outlook and earnings forecasts in this document are made based on the information available at the moment, and they include potential risks and uncertainties.

As a result, please bear in mind that actual business performance may substantially differ from the stated future forecasts due to changes in various factors.

**IR情報のお問い合わせ、取材申し込みは**

For inquiries on IR information, please contact:

**株式会社エフテック 管理本部 総務部/経理部**

F-TECH INC.

Management Planning Division General Affairs Department/Finance and Accounting Department

**代表TEL**

**0480-85-5211**

**Mail**

**webmaster@ftech.co.jp**



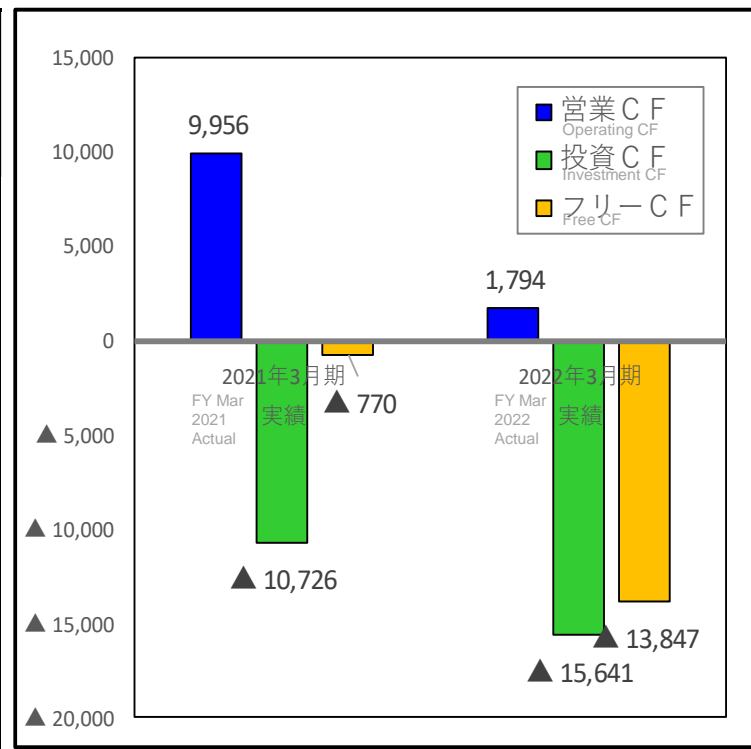
# Appendix

	2021年3月期 実績 FY Mar. 2021 Actual	2022年3月期 実績 FY Mar. 2022 Actual	増減 Changes
<b>現金及び預金</b> Cash and Deposits	3,708	1,981	▲ 1,727
<b>受取手形・売掛金</b> Notes and AR	31,578	36,327	4,749
<b>棚卸資産</b> Inventories	19,642	28,029	8,387
<b>その他</b> Others	2,744	3,384	640
<b>流動資産</b> Current Assets	57,673	69,723	12,050
<b>有形固定資産</b> Property, plant and equipment	70,012	81,366	11,354
<b>無形固定資産</b> Intangible assets	320	299	▲ 21
<b>投資その他資産</b> Investment and others	8,708	9,542	834
<b>固定資産</b> Non-current Assets	79,041	91,208	12,167
<b>総資産</b> Total Assets	136,714	160,931	24,217

<b>有利子負債残高</b> Interest-bearing debt	49,565	64,867	15,302
<b>有利子負債依存度</b> Interest-bearing debt ratio	36.3%	40.3%	4.1%

	2021年3月期 実績 FY Mar. 2021 Actual	2022年3月期 実績 FY Mar. 2022 Actual	増減 Changes
<b>支払手形・買掛金</b> Notes and AP	19,816	23,106	3,290
<b>短期借入金</b> Short-term loans	20,872	36,540	15,668
<b>1年以内長期借入金</b> Current portion of Long-term loan	9,884	10,244	360
<b>その他</b> Others	8,829	8,929	100
<b>流動負債</b> Current Liabilities	59,401	78,819	19,418
<b>長期借入金</b> Long-term loan	16,943	16,735	▲ 208
<b>その他</b> Others	5,337	4,758	▲ 579
<b>固定負債</b> Non-current Liabilities	22,280	21,494	▲ 786
<b>負債合計</b> Total Liabilities	81,682	100,314	18,632
<b>株主資本合計</b> Total Shareholders' Equity	40,019	40,081	62
<b>その他包括利益累計</b> Accumulated Other Comprehensive Income	286	5,025	4,739
<b>非支配株主持分</b> Non-controlling Interests	14,726	15,472	746
<b>純資産合計</b> Total Net Assets	55,032	60,578	5,546
<b>負債純資産合計</b> Total Liabilities and Net Assets	136,714	160,931	24,217

	2021年3月期 実績 FY Mar 2021 Actual	2022年3月期 実績 FY Mar 2022 Actual	増減 Change
営業活動キャッシュフロー Cash flow from operating activities	9,956	1,794	▲ 8,162
投資活動キャッシュフロー Cash flow from investment activities	▲ 10,726	▲ 15,641	▲ 4,915
財務活動キャッシュフロー Cash flow from financial activities	▲ 4,363	11,566	15,929
現金及び現金同等物に係わる為替差額 Effect of ex. rate change on Cash and cash equivalents	▲ 37	552	589
現金及び現金同等物の増減額 Net change of Cash and cash equivalents	▲ 5,170	▲ 1,727	3,443
現金及び現金同等物の期首残高 Beginning balance of Cash and cash equivalents	8,879	3,708	▲ 5,171
現金及び現金同等物の期末残高 Ending balance of Cash and cash equivalents	3,708	1,981	▲ 1,727

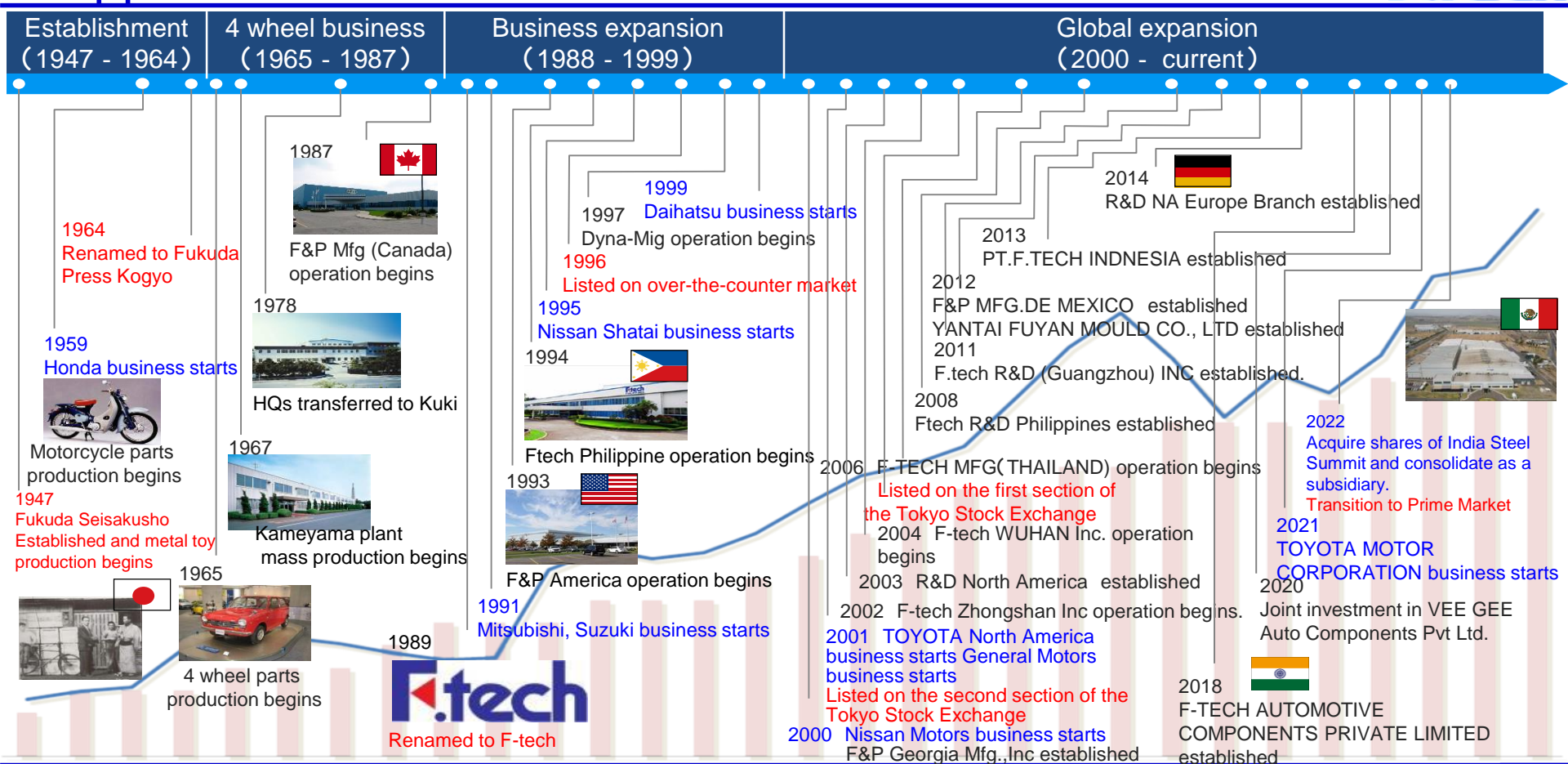


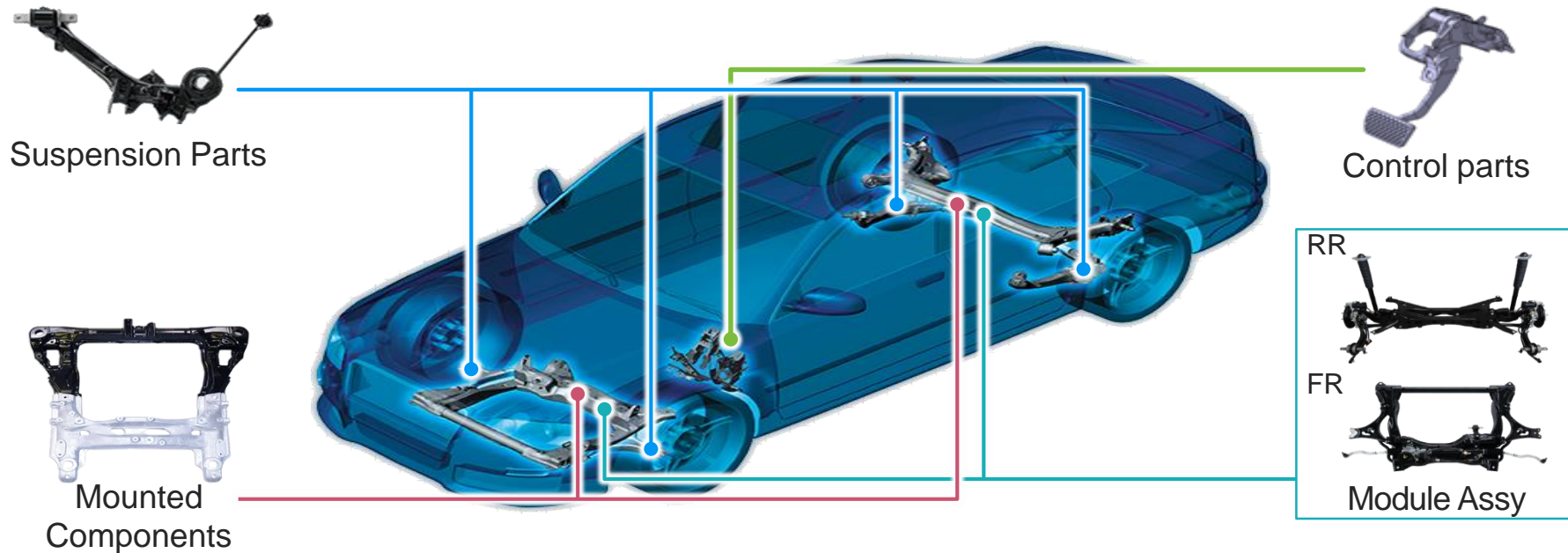
Company Name	F-TECH INC.
Market Segment	Prime market (7212)
Capital	6.79 Billion yen
President and CEO	Yuichi Fukuda
Consolidated Sales	191.8 Billion JPY (FY MAR. 2022)
Number of Employees	Group total 9,150 (F-tech only: 927) *F-tech only does not include subsidiaries and expats at overseas facilities
Established	July 1st, 1947
Address	19, Showanuma, Shobucho, Kuki, Saitama 346-0194 JAPAN
Main Customers	Honda, General Motors, Nissan, Toyota, etc.
Main Products	Underbody parts for automobile - suspension arm, subframe, axle beam, pedal control, etc.



As of March 31, 2022

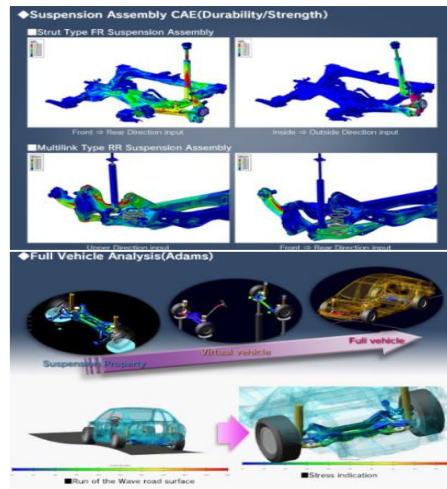
# Appendix ~F-tech's History~





Our products are critical safety auto parts which perform fundamental functions, “Drive”, “Turn” and “Stop”. We aim at the optimal specifications considering the higher operation stability, riding comfort, and safety at the time of the collision.





All processes, from product planning and development to mass-production, are carried out through F-tech's proprietary integrated processing system, which enables F-tech to supply products that own competitiveness, even in short time frame.

- 【Facilities】

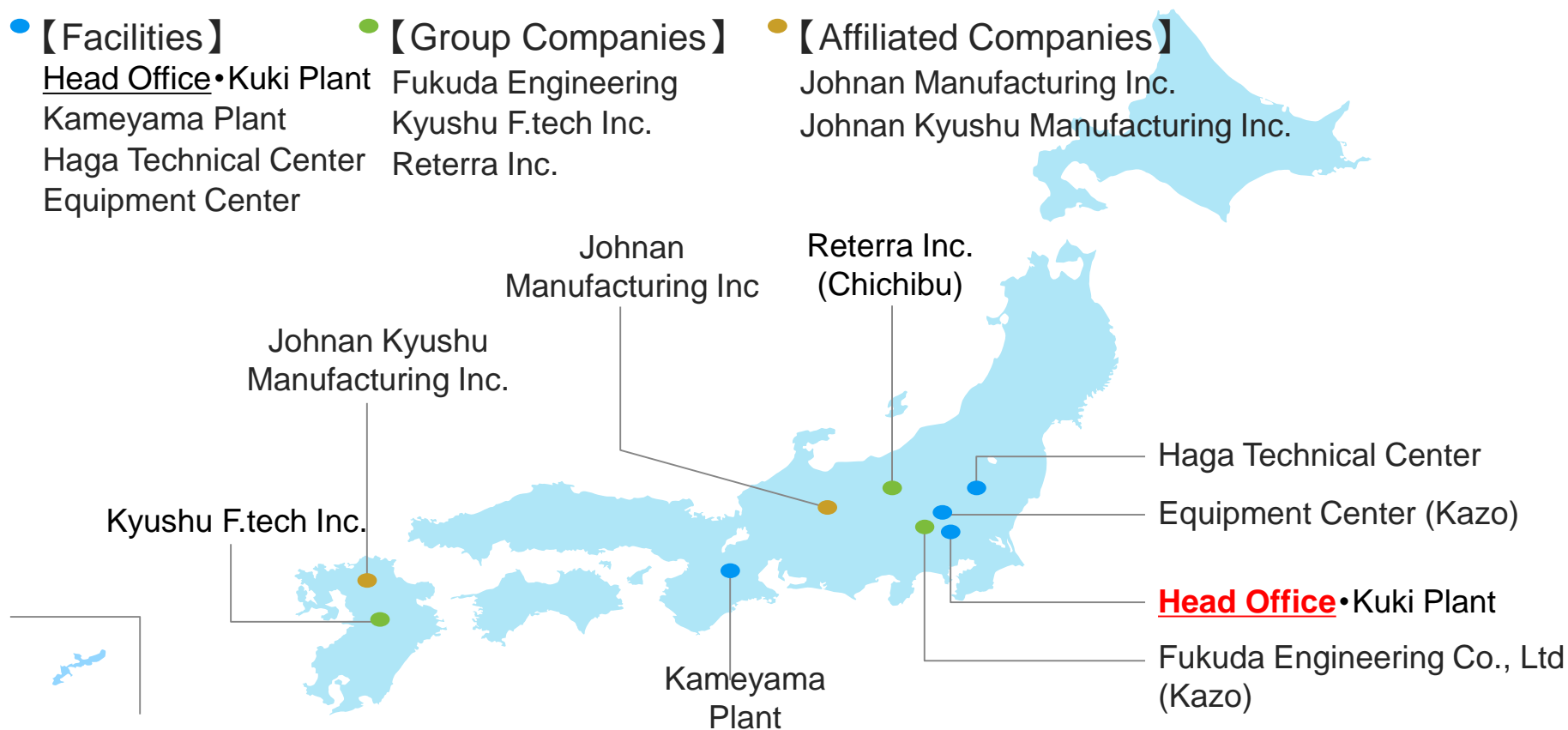
Head Office•Kuki Plant  
Kameyama Plant  
Haga Technical Center  
Equipment Center

- 【Group Companies】

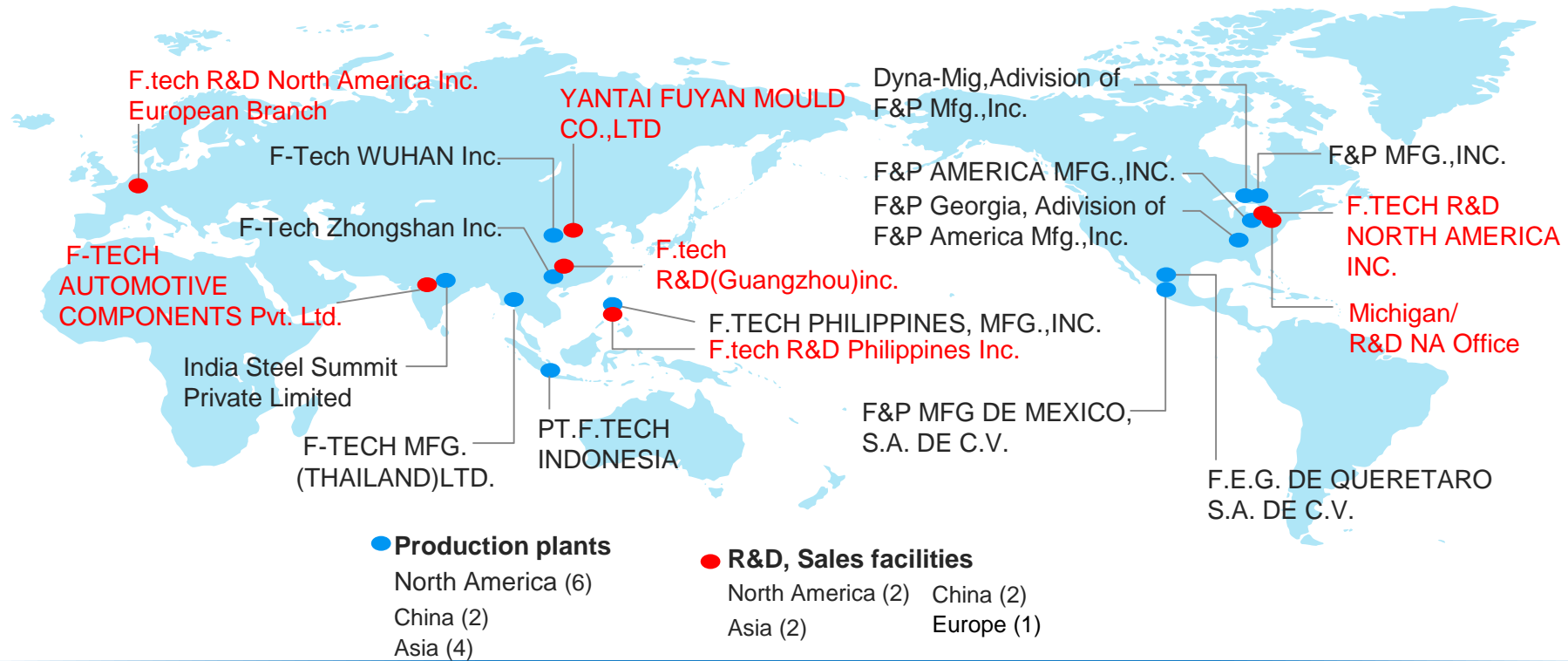
Fukuda Engineering  
Kyushu F.tech Inc.  
Reterra Inc.

- 【Affiliated Companies】

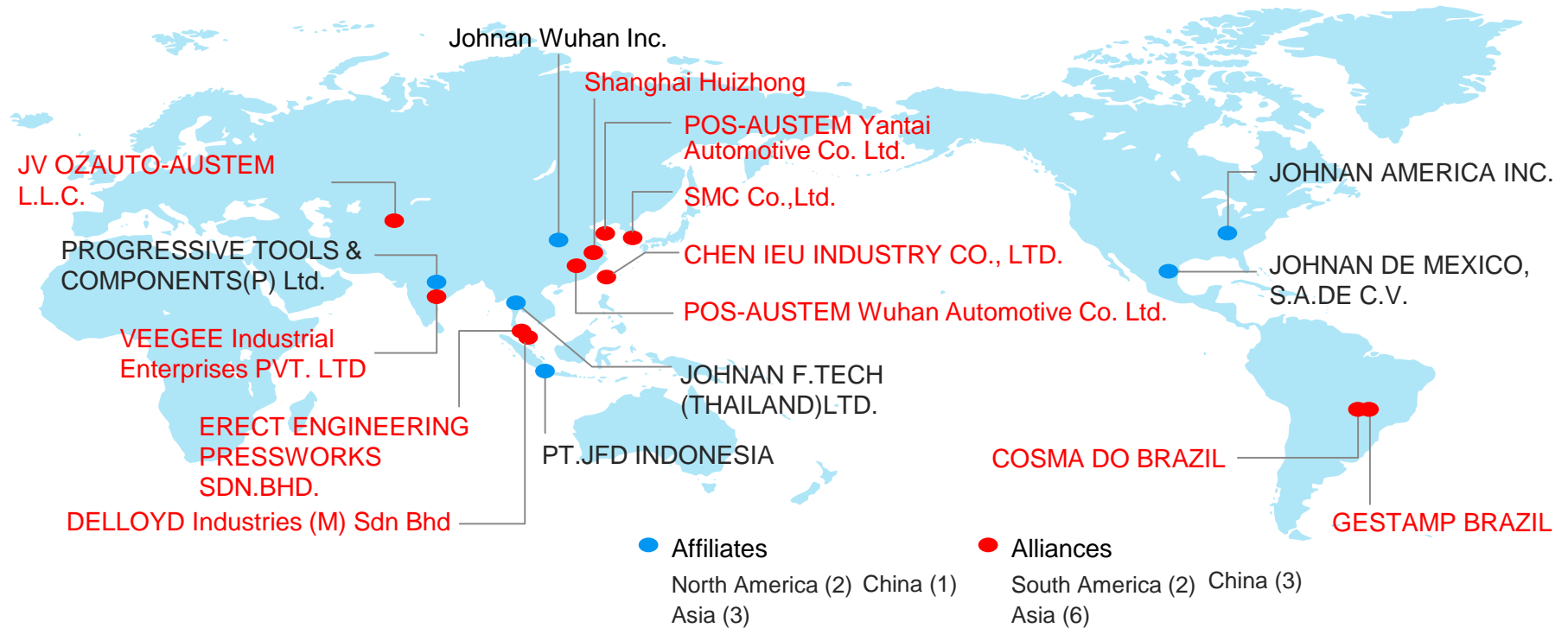
Johnan Manufacturing Inc.  
Johnan Kyushu Manufacturing Inc.







F-tech has 12 production plants and 7 R&D, Sales facilities in 9 countries.



We have established optimal business partnerships in 6 countries and 1 region in order to supply our products globally.