

# Fiscal Year Ending March, 2023 Financial Results



「エフテック」で検索

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

May 16th, 2023

F-TECH INC.



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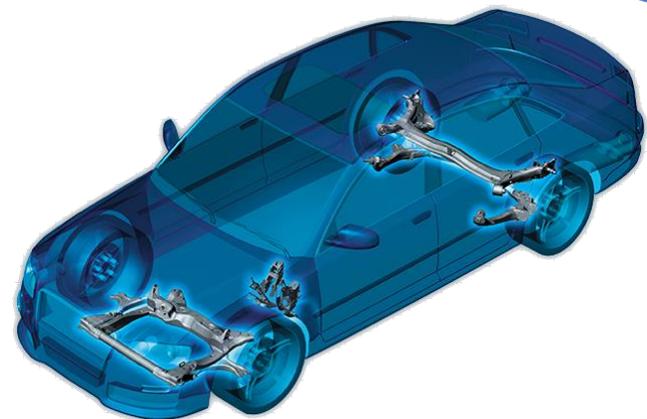
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# Consolidated Financial Results Overview (Year on Year)



(Unit: Millions of yen)

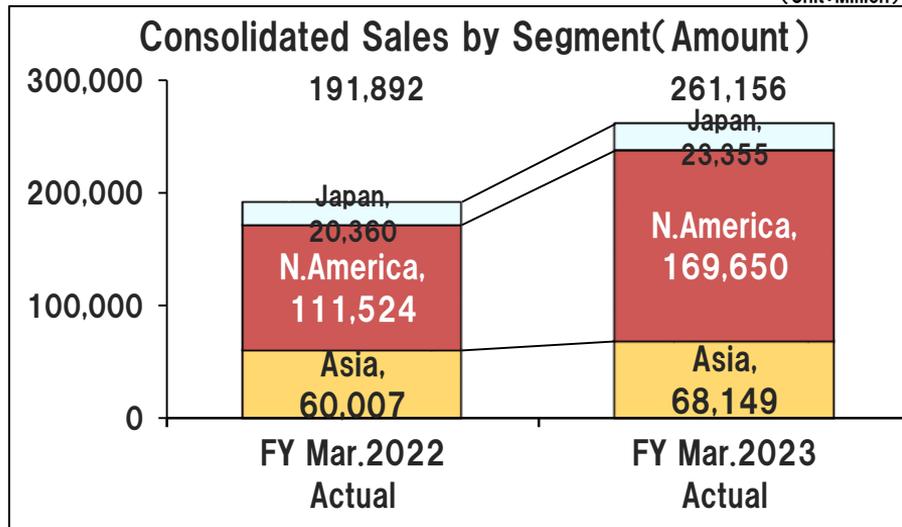
	FY Mar. 2022 Actual		FY Mar. 2023 Forecast		Change	
Sales	191,892	100.0%	261,156	100.0%	69,263	36.1%
Operating profit	1,142	0.6%	2,038	0.8%	895	78.4%
Ordinary profit	1,292	0.7%	1,921	0.7%	628	48.6%
Net income attributable to parent company shareholders	209	0.1%	1,734	0.7%	1,524	728.1%
Earnings per share (Yen)	11.27	–	93.30	–	82.03	–

	FY Mar. 2022	FY Mar. 2023	Change
1 US\$	113.03Yen	136.00Yen	22.97Yen
1 CAN\$	90.14Yen	102.49Yen	12.35Yen
1 Yuan (RMB)	17.12Yen	19.49Yen	2.36Yen

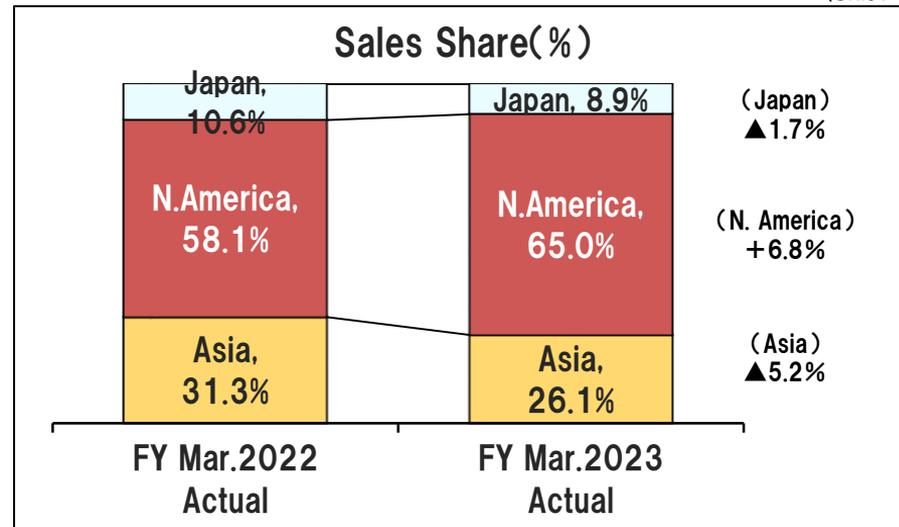
Increase in sales and profit from the previous fiscal year.

# Consolidated Sales (Year on Year)

(Unit: Million)



(Unit : %)



Change in Consolidated Sales

	FY Mar. 2022	FY Mar. 2023	Change	Change(%)	FX Impact	Real Difference	Change(%)
Japan	20,360	23,355	2,995	14.7%	—	2,995	14.7%
N. America	111,524	169,650	58,126	52.1%	25,218	32,907	29.5%
Asia	60,007	68,149	8,141	13.6%	7,931	210	0.4%
Consolidated	191,892	261,156	69,263	36.1%	33,149	36,113	18.8%

Despite the impact of semiconductor shortages,  
North American production increased due to yen depreciation and the effect of new products order.

# Consolidated Operating Profit by Segment (Year on Year)

(Unit : Million)

(Unit : %)

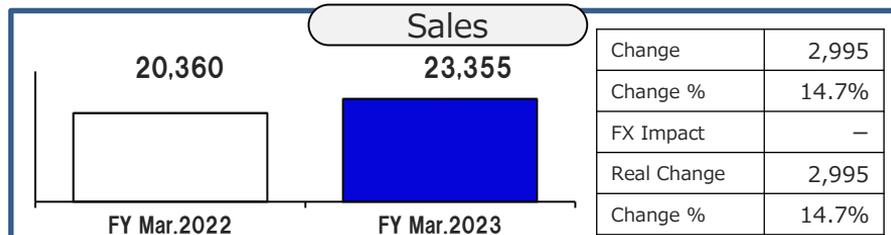
	Operating Profit			
	FY Mar. 2022	FY Mar. 2023	Change	(%)
	Actual	Actual		
Japan	1,202	417	▲785	▲65.3%
N. America	▲2,802	▲1,040	1,761	—
Asia	3,292	2,340	▲952	▲28.9%
<b>Total</b>	1,691	1,716	24	1.5%
Adjust	▲548	321	870	—
<b>Consolidated</b>	1,142	2,038	895	78.4%

Share(%)		
FY Mar. 2022	FY Mar. 2023	Change (%)
Actual	Actual	
105.2%	20.5%	▲84.7%
▲245.2%	▲51.1%	194.2%
288.1%	114.8%	▲173.3%
148.0%	84.2%	▲63.8%
▲48.0%	15.8%	63.8%
100.0%	100.0%	0.0%

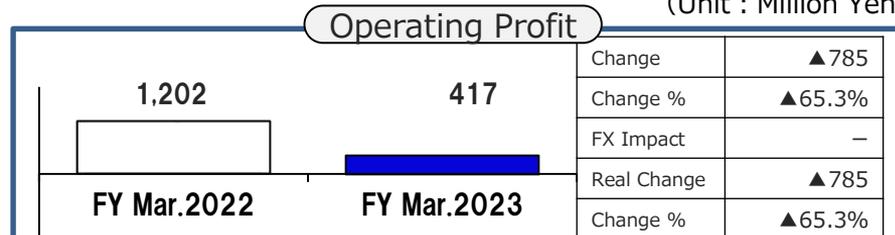
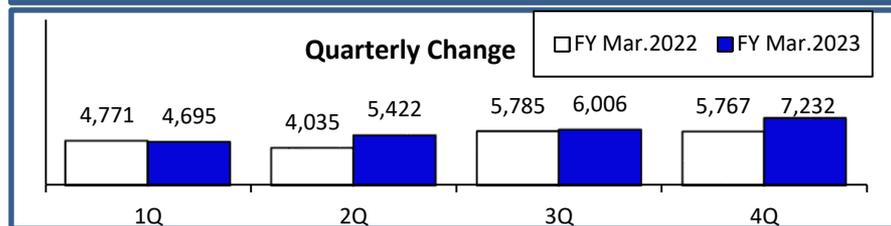
# Consolidated Operating Performance by Segment (Japan)



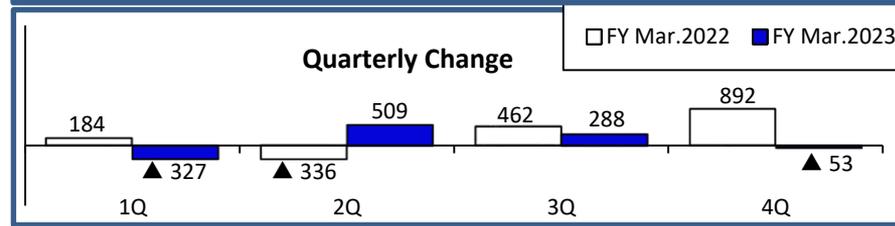
(Unit : Million Yen)



Reason of Change		
1	New order from TOYOTA and rising selling price due to the material price hike	5,284
2	Machinery and tools sales decrease (Sales of die equipment for the group)	▲1,608
3	Technical services sales increase (Royalty, Development fee, etc)	409
4	Domestic subsidiaries sales increase	667
5	Inter-company sales decrease	▲1,757
Total		2,995



Reason of Change		
1	Increase in profit due to sales growth (new order 325, influence of soaring prices ▲195)	130
2	Lower machinery and tools sales	▲166
3	Technical service sales increase	393
4	Domestic subsidiaries profits decrease	▲246
5	Lower sales to the group	▲896
Total		▲785



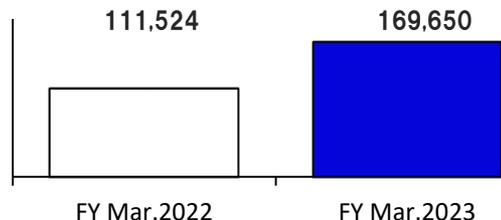
Sales increased due to new orders, but Operating profit decreased due to soaring prices of electricity and other commodities.

# Consolidated Operating Performance by Segment (North America)



(Unit : Million Yen)

## Sales



Change	58,126
Change %	52.1%
FX Impact	25,218
Real Change	32,907
Change %	29.5%

Reason of Change		
1	Increase of product sales (HM +4,043,Others +19,383)	23,426
2	Increase of machinery and tools sales	2,244
3	Rising selling price reflecting prices hike	7,238
4	FX Impact	25,218
Total		58,126

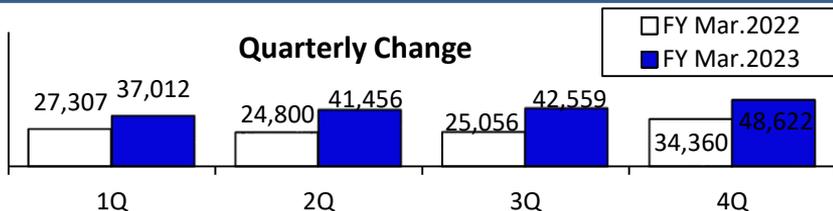
## Operating Profit



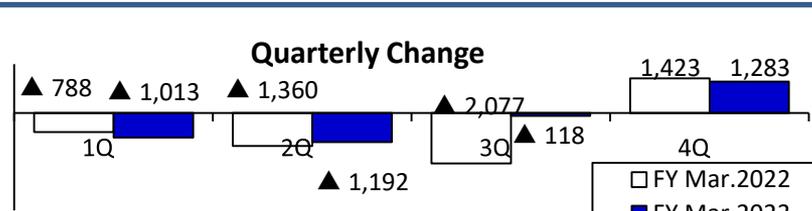
Change	1,761
Change %	-
FX Impact	▲142
Real Change	1,904
Change %	-

Reason of Change		
1	Product sales increase(new order3,089, influence of soaring prices▲725)	2,364
2	Higher machinery and tools sales	406
3	Decrease of government subsidy	▲867
4	FX impact	▲142
Total		1,761

## Quarterly Change



## Quarterly Change

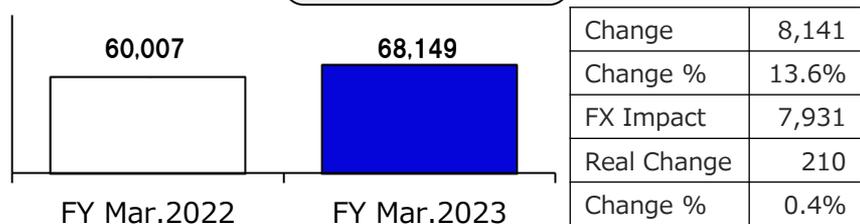


Despite the removal of government subsidies and price hikes, sales and operating profit increased due to the effect of mass-production of new orders.

# Consolidated Operating Performance by Segment (Asia)



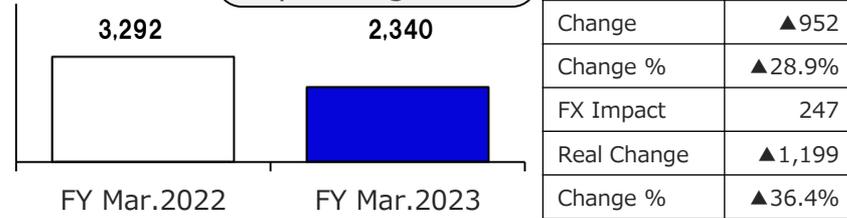
## Sales



Reason of Change		
1	(China) Sales decrease (Material cost hike 7,238, Sales decrease ▲12,136)	▲4,898
2	(Asia) Order increase	1,222
3	(Asia) Sales increase due to ISS acquisition	3,886
4	FX impact	7,931
Total		8,141

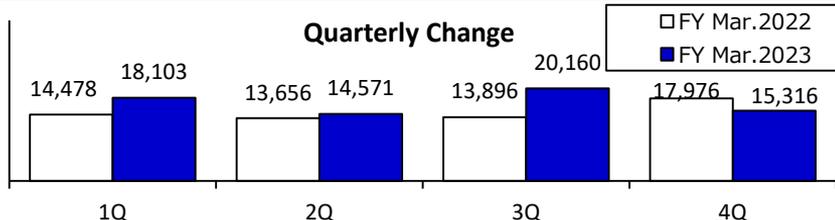
## Operating Profit

(Unit : Million Yen)

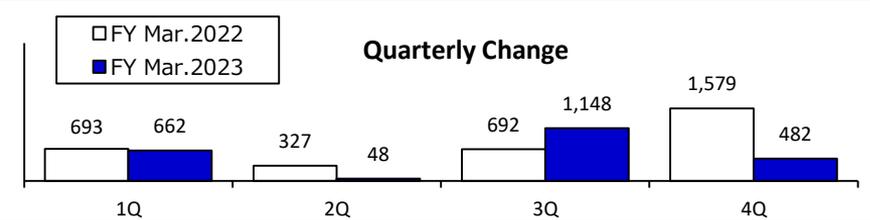


Reason of Change		
1	(China) Decrease in operating profit (OP) due to lower product sales	▲2,222
2	(Asia) Increase in OP due to higher product sales	809
3	(Asia) Increase in OP due to ISS acquisition	214
4	FX impact	247
Total		▲952

## Quarterly Change

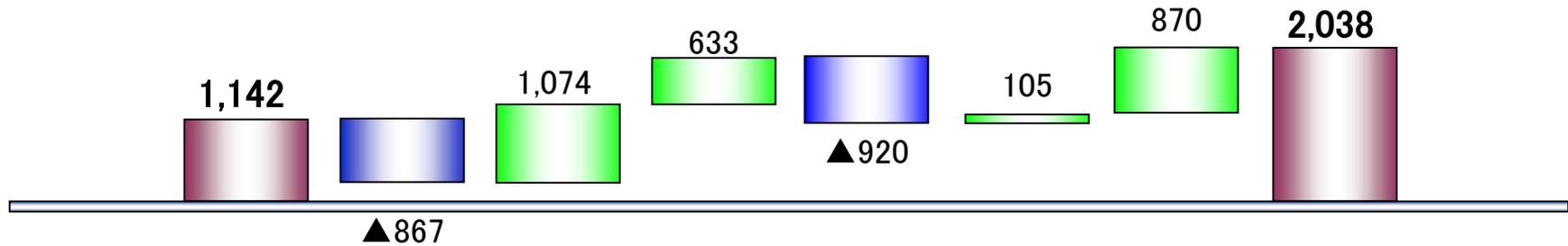


## Quarterly Change



China : Sales and operating profit decreased due to Zero corona policy ,  
 Asia : Sales and operating profit increased due to production recovery and acquisition of ISS

# Changes in Operating Profit by Segments (FY Mar. 2023 Actual)



	FY Mar. 2022	Government Subsidy	Product Sales Impact	Machine and Tools, and Technical services Sales Impact	Inflation Impact	FX Impact	Consolidated Adjustment	FY Mar. 2023	Change
Japan	1,202		▲ 817	227	▲ 195			417	▲ 785
N America	▲ 2,802	▲ 867	3,090	406	▲ 725	▲ 142		▲ 1,040	1,761
Asia	3,292		▲ 1,199			247		2,340	▲ 952
Adjust	▲ 548						870	321	870
Consolidated	1,142	▲ 867	1,074	633	▲ 920	105	870	2,038	895

# Consolidated Financial Results Overview

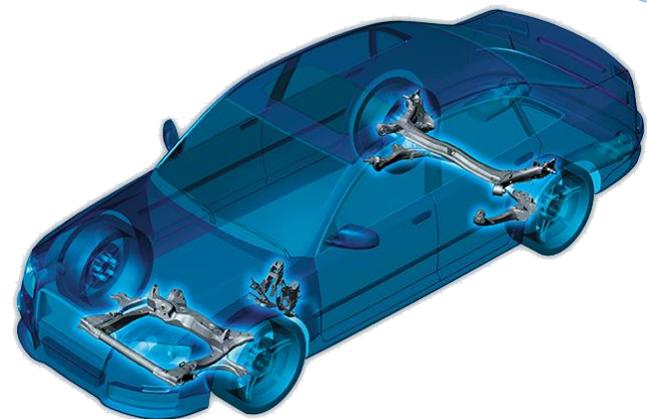
## (Compared to revised announcement on Nov. 4, 2022)

(Unit : Million Yen)

	FY Mar. 2023 Forecast		FY Mar. 2023 Actual		Change	
Sales	270,000	100.0%	261,156	100.0%	▲8,843	▲3.3%
Operating profit	2,000	0.7%	2,038	0.8%	38	1.9%
Ordinary profit	2,400	0.9%	1,921	0.7%	▲478	▲20.0%
Net income attributable to parent company shareholders	1,500	0.6%	1,734	0.7%	234	15.6%
Earnings per share (Yen)	80.69	—	93.30	—	12.61	—

	FY Mar. 2023 Forecast	FY Mar. 2023 Actual	Change
1US\$	136.25Yen	136.00Yen	▲0.25Yen
1CAN\$	105.26Yen	102.49Yen	▲2.77Yen
1 Yuan (RMB)	19.61Yen	19.49Yen	▲0.12Yen

Despite semiconductor shortages and production cutbacks due to China's zero-corona policy, operating profit kept up with earnings forecasts.



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# Consolidated Earnings Forecast (FY Mar. 2024 forecast)



(Unit: Millions of yen)

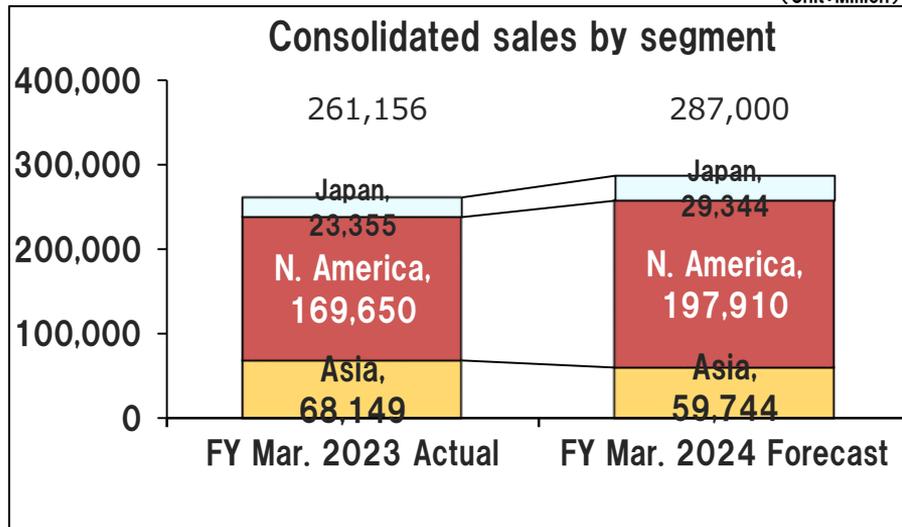
	FY Mar. 2023 Actual		FY Mar. 2024 Forecast		Change	
Sales	261,156	100.0%	287,000	100.0%	25,843	9.9%
Operating profit	2,038	0.8%	5,600	2.0%	3,561	174.7%
Ordinary profit	1,921	0.7%	3,500	1.2%	1,578	82.2%
Net income attributable to parent company shareholders	1,734	0.7%	1,500	0.5%	▲234	▲13.5%
Earnings per share (Yen)	93.30	—	80.69	—	▲12.61	—

	FY Mar. 2023 Actual	FY Mar. 2024 Forecast	Change
1US\$	136.00Yen	128.00Yen	▲8.00Yen
1CAN\$	102.49Yen	95.00Yen	▲7.49Yen
1 Yuan (RMB)	19.49Yen	18.70Yen	▲0.79Yen

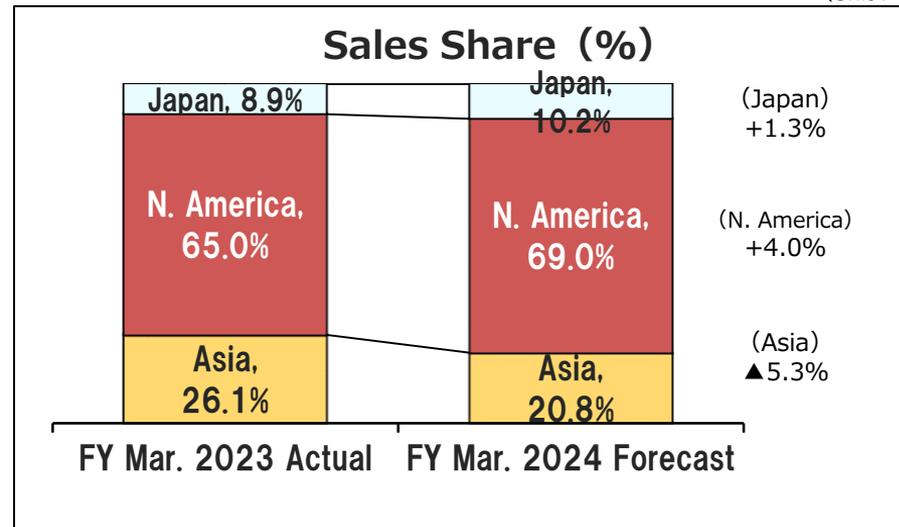
Increased in sales and operating profit due to recovery of production of major customer and full-scale mass production of newly ordered products.

# Consolidated Sales (Year on Year)

(Unit: Million)



(Unit : %)



## Change in Consolidated Sales

	FY Mar. 2023	FY Mar. 2024	Change	Change(%)	FX Impact	Real Difference	Change(%)
Japan	23,355	29,344	5,988	25.6%	—	5,988	25.6%
North America	169,650	197,910	28,260	16.7%	▲12,250	40,511	23.9%
Asia	68,149	59,744	▲8,405	▲12.3%	▲2,323	▲6,081	▲8.9%
Consolidated	261,156	287,000	25,843	9.9%	▲14,574	40,418	15.5%

Although affected by exchange impact, mass production of newly ordered products is getting into full swing in North America

# Consolidated Operating Profit by Segment (Year on Year)



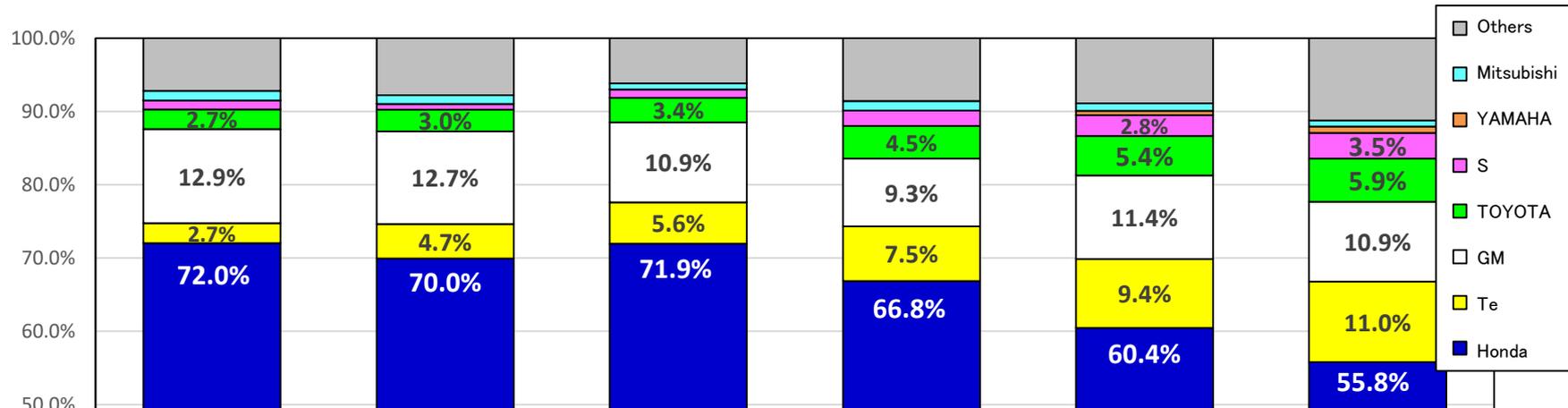
(Unit: Million Yen)

(Unit: %)

	Operating Profit			
	FY Mar. 2022 Actual	FY Mar. 2023 Actual	Change	(%)
Japan	417	627	210	50.5%
N. America	▲1,040	3,875	4,916	—
Asia	2,340	931	▲1,408	▲60.2%
<b>Total</b>	<b>1,716</b>	<b>5,435</b>	<b>3,718</b>	<b>216.6%</b>
Adjust	321	164	▲157	▲48.8%
<b>Consolidated</b>	<b>2,038</b>	<b>5,600</b>	<b>3,561</b>	<b>174.7%</b>

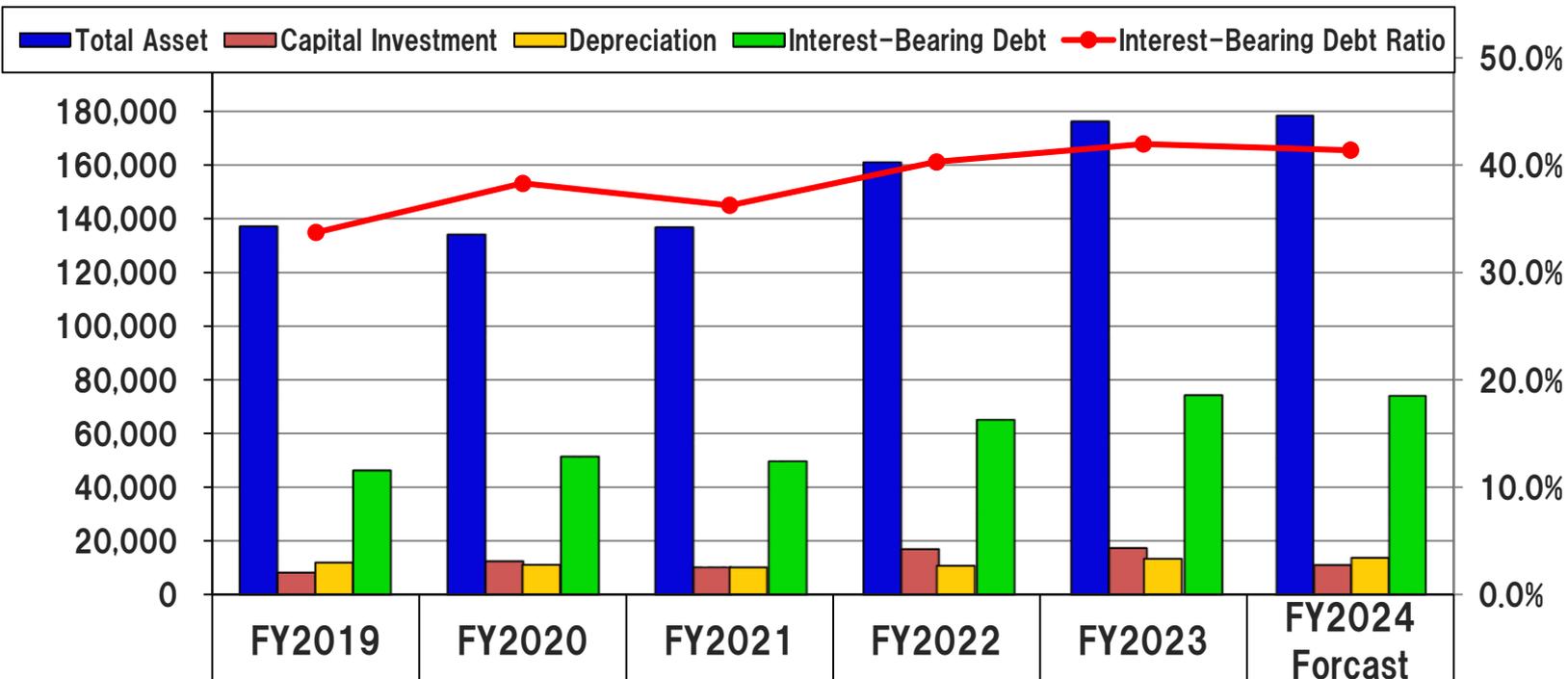
Share(%)		
FY Mar. 2022 Actual	FY Mar. 2023 Actual	Change (%)
20.5%	11.2%	▲9.3%
▲51.1%	69.2%	120.3%
114.8%	16.6%	▲98.2%
<b>84.2%</b>	<b>97.1%</b>	<b>12.8%</b>
15.8%	2.9%	▲12.8%
<b>100.0%</b>	<b>100.0%</b>	<b>—</b>

# Sales Changes by Customer



	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>Honda</b>	169,512	153,004	132,123	128,269	157,846	160,144
<b>Te</b>	6,443	10,211	10,374	14,317	24,549	31,450
<b>GM</b>	30,258	27,719	20,051	17,791	29,900	31,372
<b>TOYOTA</b>	6,300	6,471	6,178	8,563	14,033	16,849
<b>S</b>	2,913	1,686	2,066	4,002	7,369	10,099
<b>YAMAHA</b>	9	5	2	18	1,607	2,512
<b>Mitsubishi</b>	3,051	2,597	1,541	2,505	2,628	2,361
<b>Others</b>	16,875	17,019	11,310	16,427	23,224	32,213
	235,361	218,721	183,647	191,892	261,156	287,000

(Unit : Million Yen)



	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 Forecast
Total Asset	137,010	134,038	136,714	160,931	176,137	178,253
Capital Investment	8,056	12,238	10,010	16,651	16,907	10,758
Depreciation	11,720	10,890	10,032	10,581	13,112	13,446
Interest-Bearing Debt	46,220	51,342	49,565	64,867	73,925	73,783
Interest-Bearing Debt Ratio	33.7%	38.3%	36.3%	40.3%	42.0%	41.4%

	End of Q1	End of Q2	End of Q3	End of the Term	Total	Payout Ratio
FY Mar. 2022 Actual (Last term)		<b>0yen</b>		<b>10yen</b>	<b>10yen</b>	<b>88.7%</b>
FY Mar. 2023 Plan (Current term)		<b>10yen</b>		<b>10yen</b>	<b>20yen</b>	<b>21.4%</b>
	Change	<b>10yen</b>		<b>0yen</b>	<b>10yen</b>	—
FY Mar. 2024 Forecast (Next term)	-	<b>10yen</b>	-	<b>10yen</b>	<b>20yen</b>	<b>37.4%</b>
	Change	-	<b>0yen</b>	-	<b>0yen</b>	—

## Dividend

F.tech's basic policy regarding the profit distribution is based on the business performance. We place importance on returning profits to our shareholders, and will strive to return profits based on a long term perspective, including the profit situation and future business development, while strengthening our financial structure.



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Review of the 14th (previous) medium-term business plan  
**Fiscal Year 2020-2022**

**Company policy : "Break the Limit! Best one for Customers all over the World."**

**Our Vision : We aim to become " the world's leading manufacturer in the area of undercarriage functions."**

## Basic Business Strategy

**Back to Basics** ~ Master what you are supposed to do

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

**Challenge for New~challenge to create new value**

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

**Maximize efficiency in our group**

Manpower efficiency, automation, reduction of scrap and disposal costs

## Goal

Profitability in all sites  
Domestic Revival

- Strengthen manufacturing characteristics of sites with issues (improve quality and productivity)
- Investment control, thorough reduction of indirect costs, etc.

Evolution of Simulation

- Development of automation technology, NPD
- ※ Evolution of technology
- ※ Non Prototype Development

Establish new customers  
Challenge for new region

- TOYOTA, GM and American manufacturers, EV manufacturers
- New stage in India, new business in Mexico, etc.

Creating new business

- Development of automated equipment, co-creation in the pedal area
- Join the next-generation urban development plan of Kuki city

performance

**Sales 215 Billion yen**

**Operating profit 7.5 Billion yen  
(Operating profit ratio over 3.5%)**

Profitability in all sites

- Improvement of quality and productivity
- Investment Control, Reduction of indirect costs
- Strengthening the structure of sites with issues



Profitability in all sites was not achieved due to customers' production cuts caused by semiconductors shortages

Evolution of Simulation

- Establishment of design technology that enables to complete product manufacturing without prototypes

※NPD (Non Prototype Development)



- Development time saving and cost cut  
▲5% expected

Domestic revival

- Activation of domestic sites
- Review of business operations in Corporate Section
- Environment management



- Start business with new customers
- Start project for business integration
- Achievement of environmental targets (Compared to FY2017)

## Acquire new customers

- Expand business with major customers
- Expand sales to new customers



- Steady increase in transactions with 4 major companies (other than Honda)
- Steady expansion of transactions with new customers

## Challenge in new regions

- Active expansion into the Mexican market
- Establishment of business in India



- Expanded capacity and started production of new models in Mexico
  - Acquired coil, die and press business company in India.
  - Started deliveries of products from Indian joint venture to customers
- Expanded business in India and Mexico steadily**

## Create new business opportunities

- Restructuring of group sales business
- Review of corporate department operations
- Joint development of pedals
- Launching new business



- Development of "Automation of cart loading" equipment for the press process
- Consolidate operations, Promoting efficiency
- Designing Pedals in Philippines/Start co-creating Manufacturing
- Joined in EV production(sub-frame) project (Kuki City)  
Pursued possibilities through a multifaceted approach



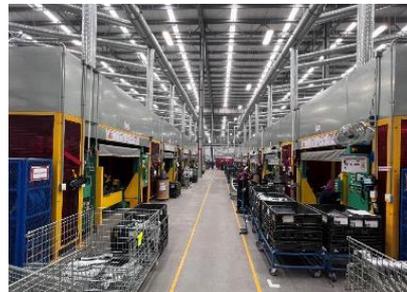
## F&P MFG DE MEXICO, S.A. DE C.V.

Invested approximately \$100 million along with orders for 4 vehicle models (3 EVs) from 3 automakers.

※ Investment Details : 10M Expansion of Building, 21M Expansion of press/painting capacity, 67M Welding lines for new models, etc. )



Additional introduction  
Press3500t・1000 t



8 new welding lines to be installed



Equivalent to existing coating line newly installed

◆FY2022  
Sales: Approx. 27 billion yen

◆FY2023 ( estimate )  
Sales: Approx. 40 billion yen

※Currency exchange rate FY2022 : 132yen / dollar FY2023and thereafter : 128yen / dollar

## Growing into a Group Pillar in the 15th Mid-Term Management Plan

# Targets and Results

		FY2020	FY2021	FY2022
Count Targets of Previous Mid-term Business Plan	Sales	216 Billion yen	222 Billion yen	<b>215 Billion yen</b>
	Operating Profit	5 Billion yen	7 Billion yen	<b>7.5 Billion yen</b>
	Operating Profit Ratio	2.3%	3.2%	<b>3.5%</b>
US\$=JPY105.0				

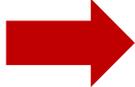
<b>Results</b>	Sales	183.6 Billion yen	191.8 Billion yen	261.1 Billion yen
	Operating Profit	3 Billion yen	1.1 Billion yen	<b>2 Billion yen</b>
	Operating Profit Ratio	1.7%	0.6%	<b>0.8%</b>
		US\$=JPY105.9	US\$=JPY113.0	US\$=JPY136.0

<b>Results</b>	Interest-bearing debt balance	49.5 Billion yen	64.8 Billion yen	<b>73.9 Billion yen</b>
	Interest-bearing debt dependence	36.3%	40.3%	<b>42.0%</b>

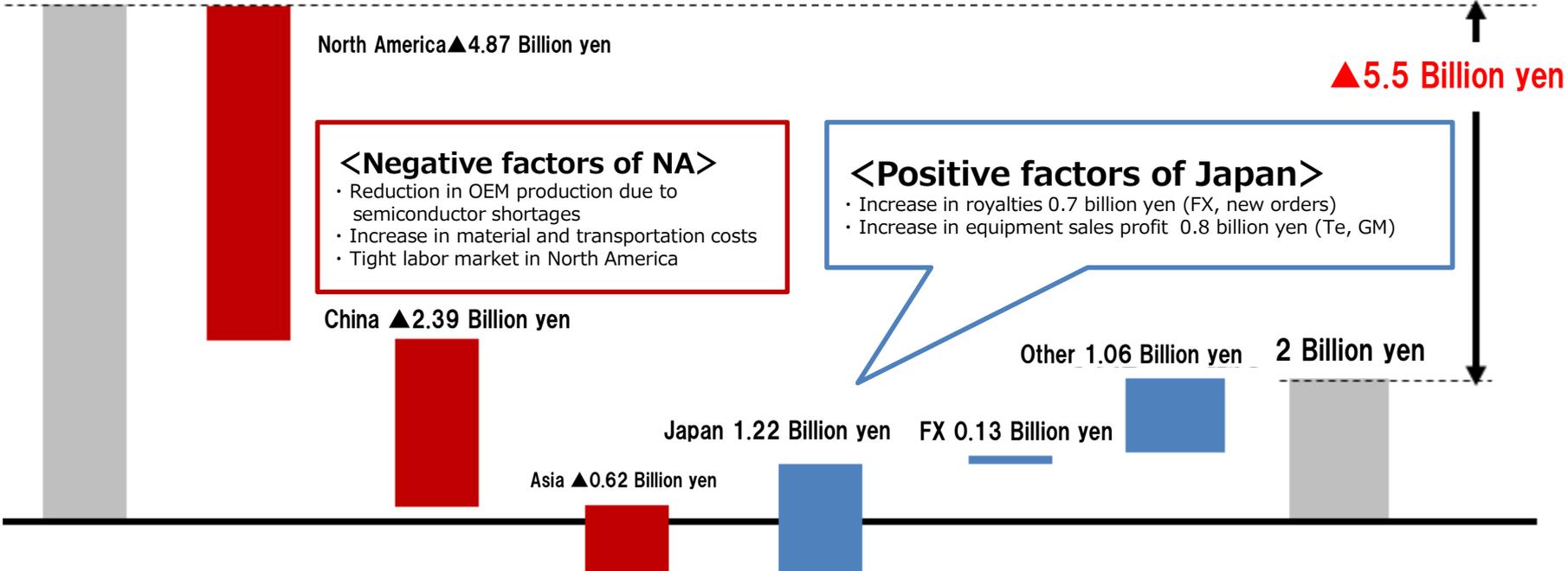
Covid-19, semiconductor supply shortages, and various cost increases have dramatically changed the business environment. Especially, production cuts by automakers have had a major impact.

# Difference between operating profit targets and results for the final year (FY2022)

	Business Plan for 2022	Results for 2022
Operating Profit	7.5 Billion yen	2 Billion yen
Operating Profit Ratio	3.5%	0.8%



7.5 Billion yen



# 15th (New) Medium-Term Business Plan Fiscal Year 2023-2025

# Challenges and Strategic Direction

## F-tech's 14th Mid-Term Business Plan Summary

Environment change

- Unachieved of high quality and high efficiency production ⇒ Profitability in all sites was not achieved
- Large investments increased the financial burden ⇒ Financial strength declined
- Engineer training is underway ⇒ Mandatory to maintain competitive advantage

## External Environment

- Decrease in sales due to automakers' production cut
- Increased emphasis on EV shift and carbon neutrality
- Shift to focus on sustainability

### Recovery of Profitability

Securing investment capital for sustainable growth

Return of large investments of 14<sup>th</sup> mid-term business plan

Expansion of sales promotion

Expansion of EV commercial rights

Optimization of resources

Improving business sustainability

challenges

Strategic direction

### ① Enhancing earning power

Improve the manufacturing characteristic, which has declined due to the external environment change, into a strength again and contribute to profits.

### ② Improving financial structure

Recover the fruit of investments made in the 14th mid-term business term and we will strengthen the control of investments by monitoring the plan and result.

### ③ Strategically pursue growing business opportunities

Utilize our strengths to capture the needs of the EV shift and strategically establish commercial rights in addition to Honda.

### ④ Establish sustainable management

Enhance business sustainability by considering the influence to environmental, social, and economy.

Growth

Company policy

We contribute to society by improving earning power and achieving sustainable growth.

The 16<sup>th</sup> mid-term business plan  
(FY26-FY28)

Targets to achieve :  
Operating profit ratio 5%

## Challenge for New

### ● Strategically pursue growing business opportunities

- Expand Added Value through Strategic Sales Activities
- Expand EV commercial rights
- Maximize development efficiency
- Establish new technology

### Establishment of sustainability Management

- Strengthen ESG management initiatives
- Promote the realization of carbon neutrality
- Improve evaluations by stakeholders

Earning profit

## Back to Basics

Reducing Debt

### ● Enhancing earning power

- Develop F-Tech's integrated support to sites with issues
- Increase profits by strengthening competitive advantage
- Improve staff engagement
- Develop human resources who can take an active role in the F-Tech family

### ● Improving financial structure

- Recovering return on invest of 14 mid-term term
- Control of Investment amount
- Reinforce of the monitoring system for the profit situation of each site

Investment for growth

Pursuing  
the Essence  
of  
Monozukuri  
(Manufacturing)

Earning power

## Group-wide support for sites with issues



Develop integrated Group support tailored with the weak points of each site.  
N. America: production characteristics,  
China : strengthening production and manpower efficiency,  
Asia : profit structure

## Improvement of profitability by strengthening competitive advantage



Contribution to profitability by pursuing the essence of manufacturing.  
• Improve profitability through quality, cost, delivery and safety measures.

## Improve employee engagement



Implementing a multi-layered system that makes work worthwhile  
• Revise the personnel system, promote diversity and develop a work lively movement.

## Develop human resources who can play an active role in the Group



Implement talent management.  
• Implement overseas trainees and expatriates, optimize allocation of local human resources.

Generate outcomes from investments during the medium-term management plan period



Management of return on investment for large investment projects, e.g. in Mexico  
Check investment performance of other individual projects against plans.

Controlling the amount of investment



Controlling investment within the scope of the Group's depreciation  
•Conduct a multifaceted evaluation of each general investment and new model investment project to ensure thorough management.

Strengthen the profit monitoring system



Thoroughly manage profits and investments by focusing on sites with issues.  
•Implement regular management of profit, investment and cash flow.

Expand added value through strategic sales activities



Strategic sales expansion and negotiation development through collaboration between Japanese and North American sales companies.

Expand EV commercial rights



Develop sales activities in response to the accelerating trend towards EVs.  
• Develop sales and development activities in an integrated manner by utilizing the EV development know-how accumulated to date.

Maximize development efficiency



Improve development efficiency through cooperation between global development bases.  
Improve optimization development technology and train skilled development engineers.

Establishment of new technologies



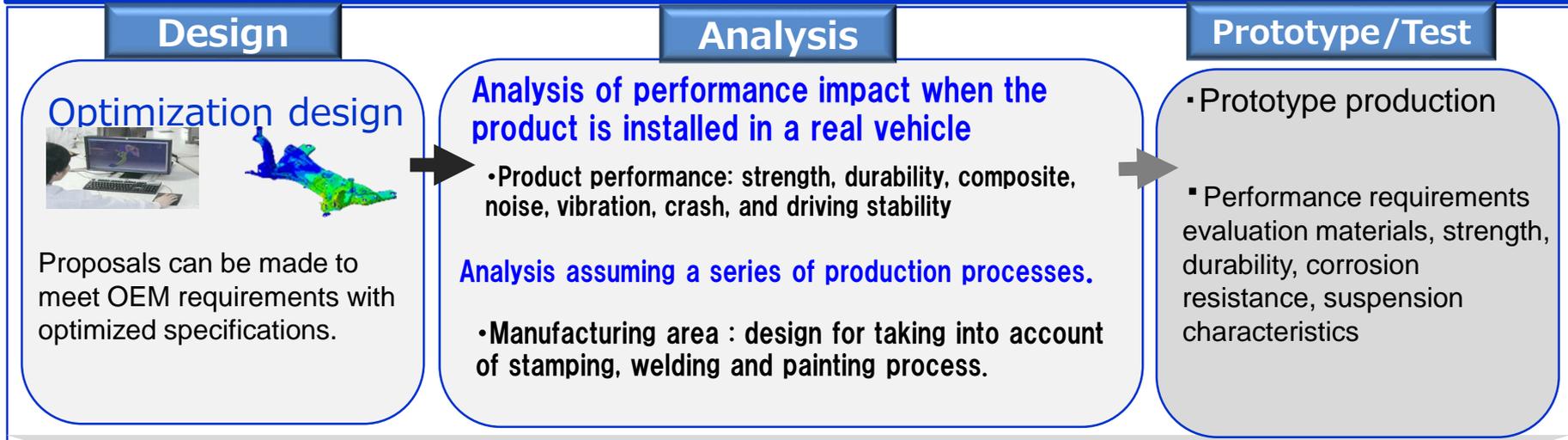
Establishment and operation of new technology in the engineering field  
Challenges in new fields

**Company profile : North American sales company**

<b>Company name</b>	<b>F-TECH NORTH AMERICA INC.</b>
<b>Location</b>	1050 Wilshire Drive, Suite 240 Troy, Michigan 48084 U.S.A.
<b>Business activities</b>	Sales activities for automobile manufacturers in North America
<b>Date of commencement</b>	April 2023
<b>Capital</b>	US\$ 300,000
<b>Investment ratio</b>	F-Tech Inc. 100%
<b>Net assets</b>	US\$ 362,000 (Estimated for FY Mar. 2023)
<b>Total assets</b>	US\$ 2,274,000 (Estimated for FY Mar. 2023)

**Increase sales and added value through strategic sales activities,  
and expand EV commercial rights**

Development system capable of responding flexibly and precisely to OEM requirements, even if the vehicle's power source changes



Aim to reproduce the complete product development and manufacturing process on simulation

"Reduce development costs and time" "Stable launch of new models"

Aiming for 15% higher rate of improvement compared to the previous model in the final year of 15th mid-term plan

# (Reference) Establishment of new technology

-Expansion of introduction of automatic inspection lines

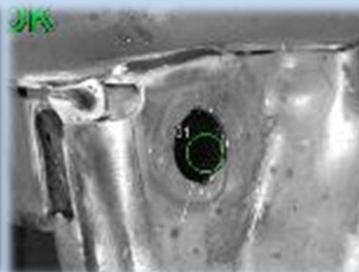
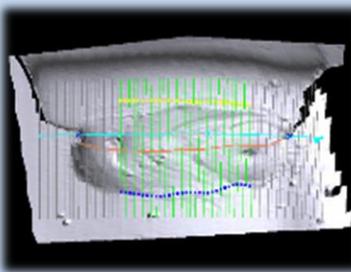
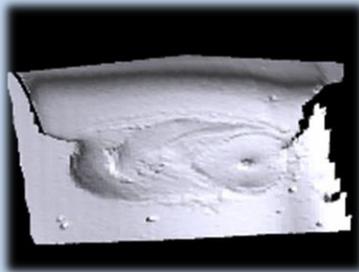
Inspection by skilled inspectors  
From skilled "human eyes"...



## Automatic inspection lines

19 lines operation at North American sites

Existing technology + new technology = "Machine eyes" infused with F-Tech's originals automatic inspection technology know-how



Eliminates variations in judgment depending on the level of skill.

Reduction of manpower  
→Optimum allocation of manpower

Data on the workmanship of individual products

Reduction of production costs

Double the number of operations at North American sites in the final year of the 15<sup>th</sup> Mid-term Business plan

Establishment of the  
Sustainability Promotion Office



**Planning and promotion of measures to promote sustainability**  
**Strengthening ability to communicate**

Promotion of carbon neutrality



**Develop activities based on the carbon neutrality plan**

Improvement of evaluation  
among stakeholders



**Proactive IR Activities, disclosure and resumption of dialogue with investors**  
**Emphasizing on return to shareholders**

Improve EPS

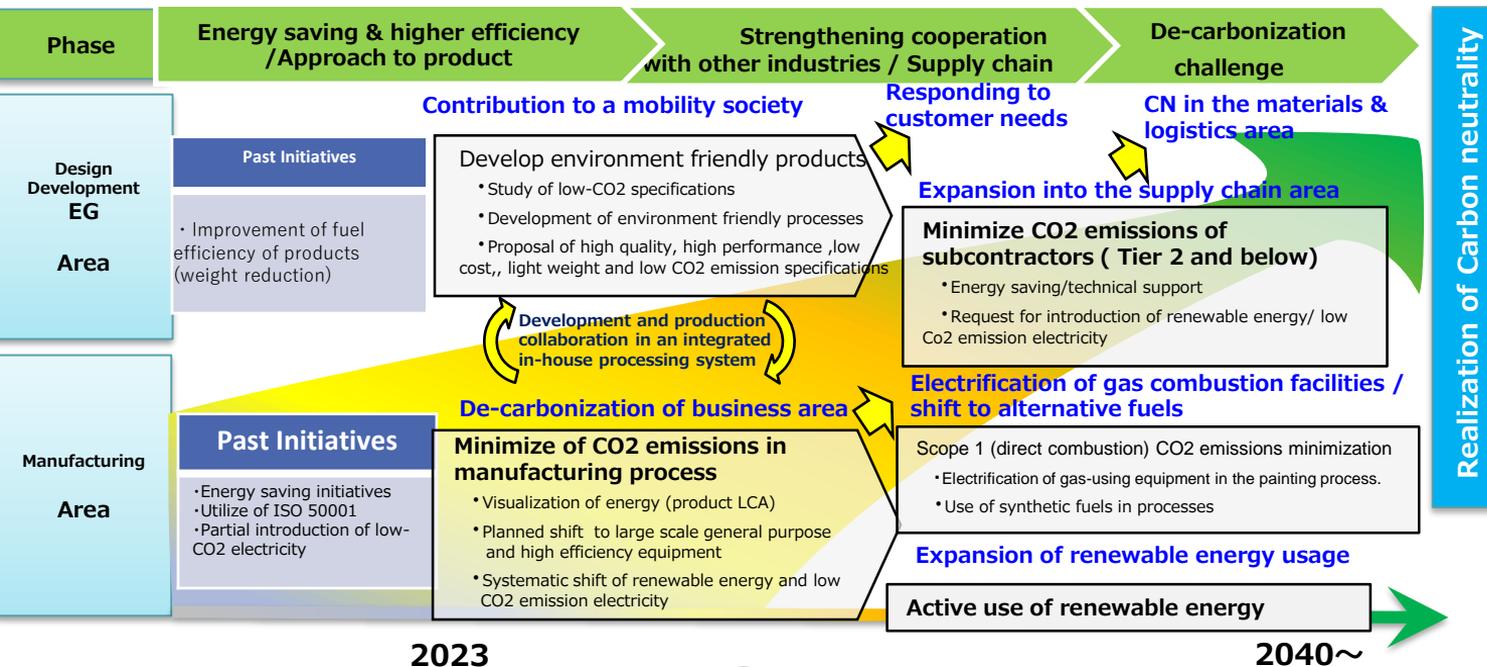


**Aim for EPS of ¥175 or more by strengthening earning power**

# (Reference) Initiatives to achieve carbon neutrality

## Towards "F-tech 2050 Carbon Neutral"

External organization

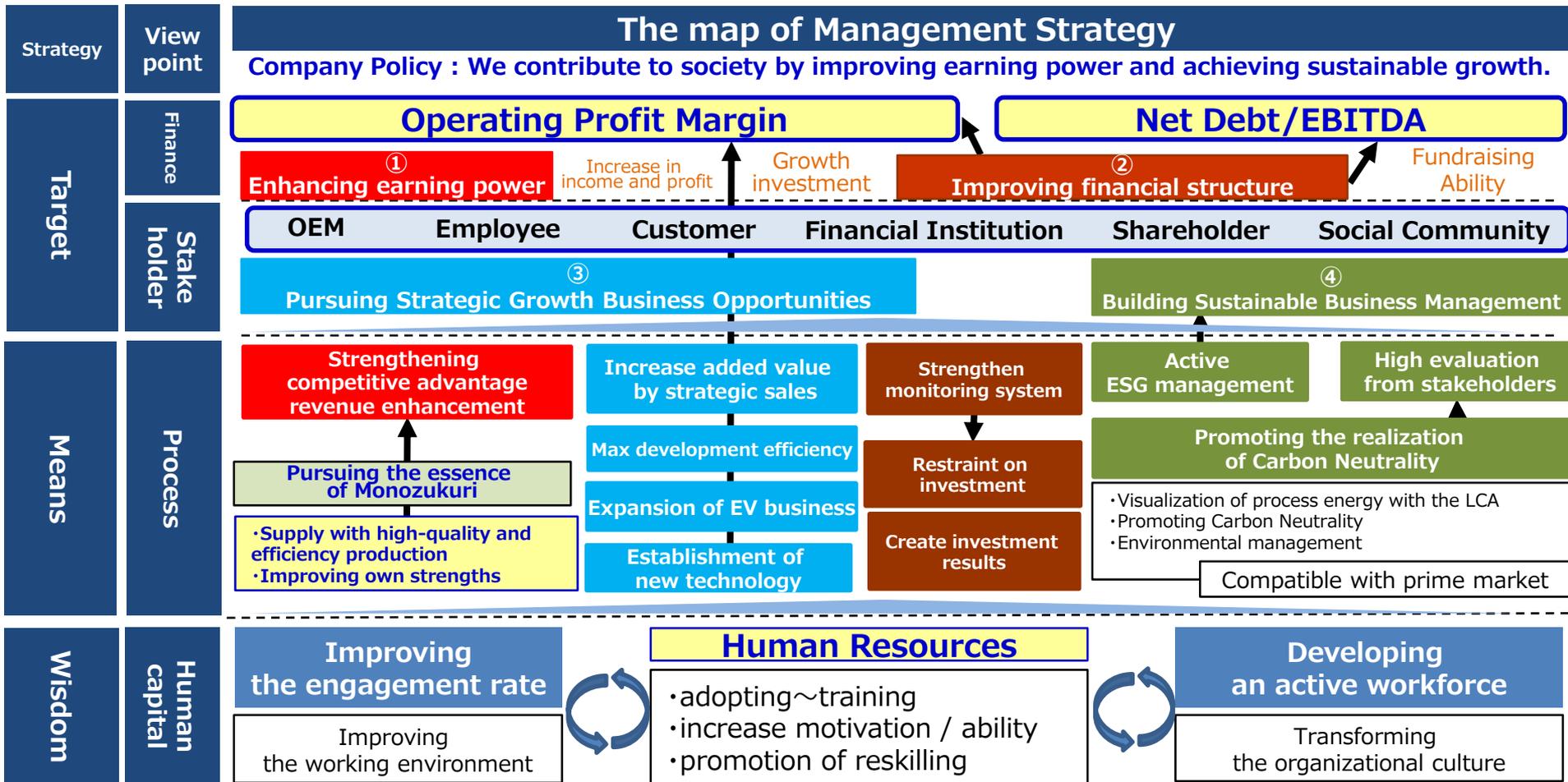


Climate change research organization

Assessment in 2022  
B

Carbon Neutral Strategy Committee ( Chair : President, Member : each member )

# (Reference) Overall picture of the measures



# Target Amount

	FY 2023		FY 2025
<b>Sales</b>	287 Billion Yen		300 Billion Yen
<b>Operating Profit</b>	5.6 Billion Yen		8.0 Billion Yen
<b>Net Income attributable to Parent Company's Shareholders</b>	1.5 Billion Yen		3.3 Billion Yen
<b>Operating Profit Margin</b>	2.0%		2.7%
<b>Net Debt/EBITDA</b>	Less than 3.6 times		Less than 3.1 times
<b>EPS</b>	80 Yen and more		175 and more

\*Conversion exchange rate:  
128 Yen to US Dollar.



1

決算概要

Financial Summary

2

業績予想

Earnings Forecast

3

経営戦略

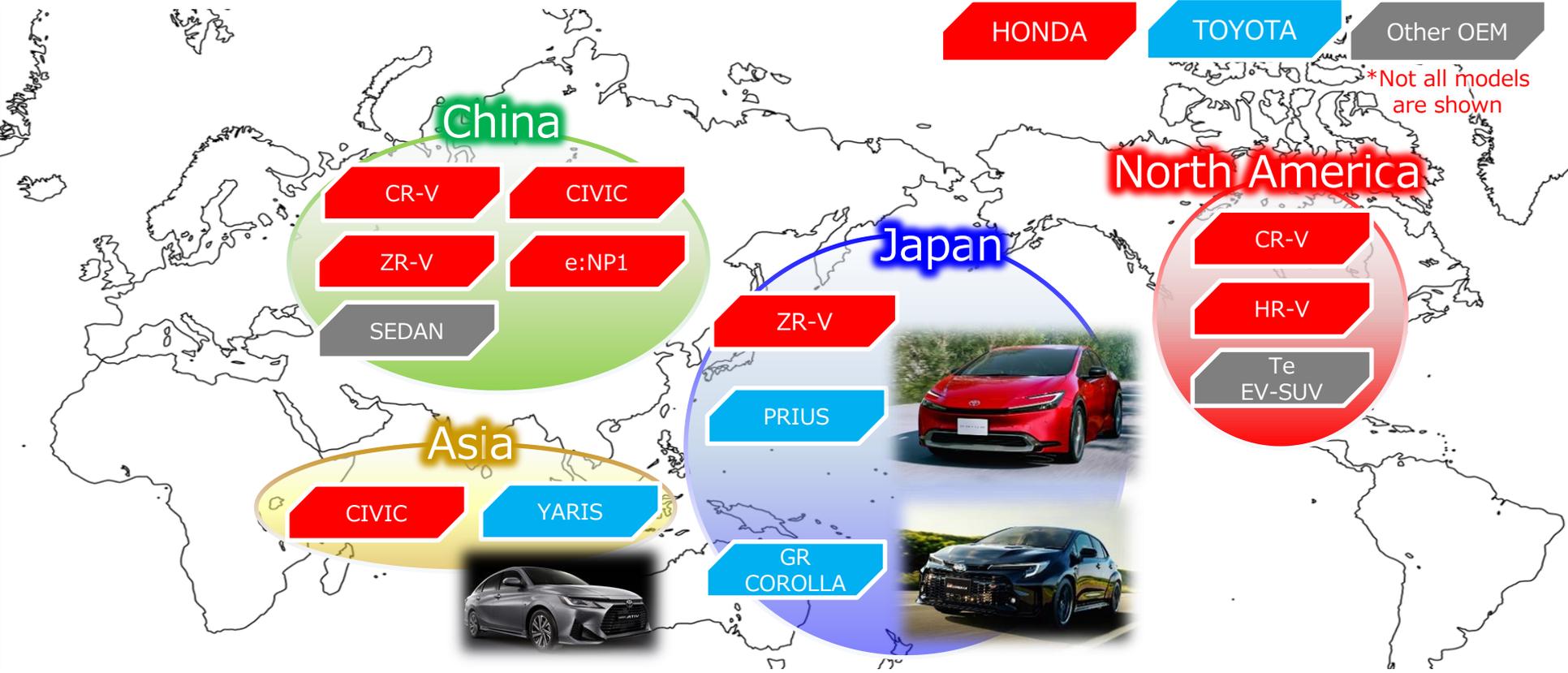
Management Strategy

4

トピックス

Topics

# Efforts for Production -New models started in FY 2022



Production and Delivery of Multiple Models Started

## ◆ Food Drive activity was held again this year!



We donated 3,600 meals and 200 cases of drinking water to Food Bank Saitama.



## ◆ Global Initiatives -example.

- DYNA-MIG (Canada)  
- Food drive activities.
- F.E.G. DE QUERETARO (Mexico)  
- Reservoir Cleaning Activity
- R&D Philippines (Philippines)  
- Infection Care Support for Employees & Fundraising for Typhoon Damage



## ◆ The Supreme adviser Akihide Fukuda awarded the 21st Shibusawa Eiichi Award.

The Shibusawa Eiichi Award, organized by Saitama Prefecture and other organizations, is awarded to business executives from all over Japan who carry on the spirit of Shibusawa Eiichi to the present day, with the aim of recognizing the life and achievements of Shibusawa Eiichi, who was involved in the establishment and development of many companies, as well as in social work such as welfare and education, and laid the foundations of modern Japan and showing what an entrepreneur should be today.

The award was given in recognition of 'Excellent Management' and 'Contribution to Society'.



We are contributing to society and local communities through various activities

# High recognition acquired from customers and government

Japan	Haga	development	◆ March 2023 Yachiyo Industry Co., Ltd. 「Development Category Award」	
	Kuki	Production Engineering	◆ April 2022 Awarded by Minister of Education, Culture , Sport, Science and Technology – Prize for creativity Kuki 「The Specifications Improving of Ultra-precision Forming for Automotive Components」 Kameyama 「Conveyance using product weight」	
	Kameyama		Quality Delivery	◆ March 2023 TOYOTA AUTO BODY CO.,LTD. 「Quality Excellence Award」
North America	F-TECH	Total	◆ March 2023 General Motors 「31st annual Supplier of the Year Award」	
	F&P (Canada)	Quality Delivery	◆ April 2023 Honda 「Service Parts Award」 「Delivery & Quality Award」	
	DYNA-MIG (Canada)	Support	◆ March 2023 General Motors 「Customer Care and Aftersales On-Time Shipping Award」	
	FPMX (Mexico)	Quality	◆ July 2022 General Motors 「Supplier Quality Excellent Award 2021」	
Asia	FPMI (Philippines)	Quality	◆ March 2023 Toyota Motor Philippines Corporation 「2022 SUPERIOR QUALITY PERFORMANCE AWARD」	
		Quality Delivery	◆ May 2022 Yamaha Motor Philippines Inc. 「2021 Supplier Award Best in Quality」 「2021 Supplier Award Best in Delivery」	
	FMTL (Thailand)	Quality	◆ July 2022 Nissan Motor Thailand 「Regional Quality Award」	
	ISS (India)	Quality	◆ July 2022 Denso Haryana Pvt. Ltd. 「The Certification of Appreciation - in the category of Quality for 2021-22 」	

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](mailto:webmaster@ftech.co.jp)

「エフテック」で検索  
<https://www.ftech.co.jp>



\*If there is a difference between the Japanese version and the English version,  
please consider the Japanese as the correct one.

# Appendix

# Appendix -Consolidated Balance Sheet (FY Mar 2023 results)



Fiscal Year Ending March, 2023 Financial Results

( Unit :Million Yen )

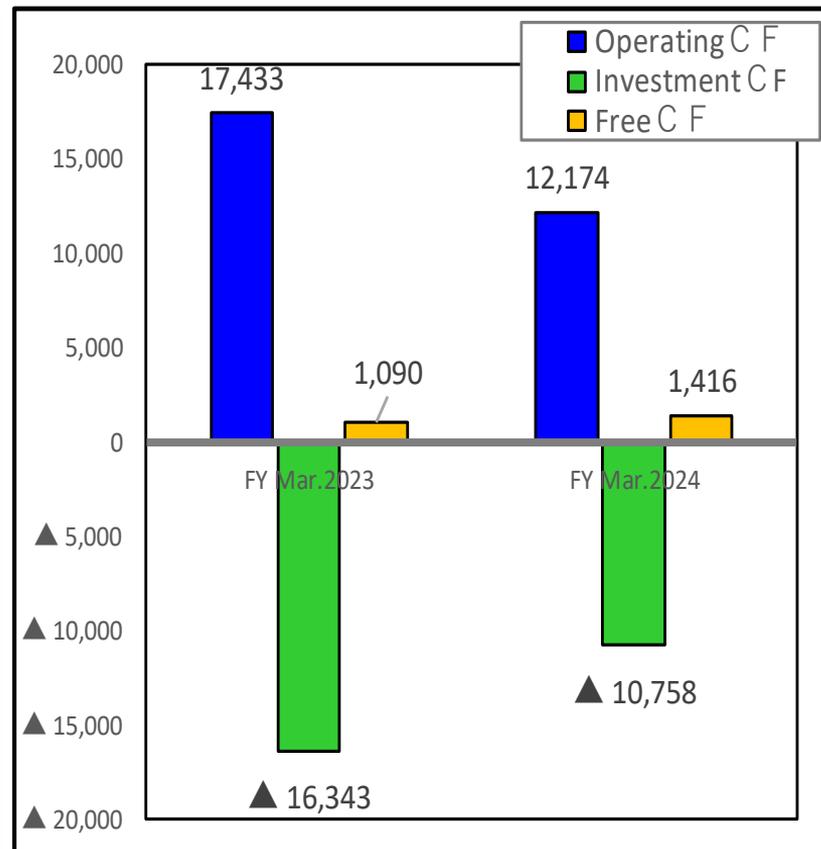
	FY Mar. 2023 Actual	FY Mar. 2024 Forecast	Changes
Cash and Deposits	5,492	6,371	880
Notes and AR	37,178	40,231	3,053
Inventories	25,632	26,503	871
Others	4,302	4,302	0
<b>Current Assets</b>	<b>72,603</b>	<b>77,407</b>	<b>4,804</b>
(Property, plant and	92,284	89,596	▲ 2,688
Intangible assets	285	285	0
Investment and others	10,965	10,965	0
<b>Non-current Assets</b>	<b>103,534</b>	<b>100,846</b>	<b>▲ 2,688</b>
<b>Total Assets</b>	<b>176,137</b>	<b>178,254</b>	<b>2,116</b>

	FY Mar. 2023 Actual	FY Mar. 2024 Forecast	Changes
Notes and AP	24,588	26,826	2,237
short-term loans	27,833	38,935	11,102
Current portion of Long-term loan	12,995	11,800	▲ 1,195
Others	10,128	9,657	▲ 471
<b>Current Liabilities</b>	<b>75,545</b>	<b>87,218</b>	<b>11,673</b>
Long-term loan	29,908	21,108	▲ 8,800
Others	5,928	5,150	▲ 778
<b>Non-current Liabilities</b>	<b>35,836</b>	<b>26,258</b>	<b>▲ 9,578</b>
<b>Total Liabilities</b>	<b>111,381</b>	<b>113,476</b>	<b>2,095</b>
Total Shareholders' Equity	41,443	42,569	1,126
Accumulated Other Comprehensive Income	8,596	7,273	▲ 1,322
Non-controlling Interests	14,718	14,935	217
<b>Total Net Assets</b>	<b>64,757</b>	<b>64,778</b>	<b>21</b>
<b>Total Liabilities and Net Assets</b>	<b>176,137</b>	<b>178,254</b>	<b>2,116</b>

Interest-bearing debt	73,925	73,783	▲ 142
Interest-bearing debt ratio	42.0%	41.4%	-0.6%

( Unit :Million Yen )

	FY Mar.2023	FY Mar.2024	Change
	Actual	Forecast	
営業活動キャッシュフロー Cash flow fm operating activities	17,433	12,174	▲ 5,259
投資活動キャッシュフロー Cash flow fm investment activities	▲ 16,343	▲ 10,758	5,585
財務活動キャッシュフロー Cash flow fm financial activities	2,341	▲ 403	▲ 2,743
現金及び現金同等物に係わる為替差額 FX adjustments associated with Cash and cash equivalent	80	▲ 133	▲ 213
現金及び現金同等物の増減額 Net change of cash & cash equivalent	3,510	880	▲ 2,631
現金及び現金同等物の期首残高 Beginning balance of cash&cash equivalent	1,981	5,492	3,510
現金及び現金同等物の期末残高 Ending balance of cash&cash equivalent	5,492	6,371	880





Company Name

F-TECH INC.

Market Segment

Prime Market (7212)

Capital

6.79 Billion Yen

President and CEO

Yuichi Fukuda

Consolidated Sales

261.1 Billion (year ending Mar 2023)

Number of  
Employees  
(Consolidated)

9,763 (Non-consolidated: 926)

\*The number of F-TECH (926 employees) does not include those of subsidiaries and expats.

Established

July 1, 1947

Address

19, Showanuma, Shobucho, Kuki, Saitama 346-0194, JAPAN

Main Customers

Honda, General Motors, Nissan, Toyota, etc.

Main Products

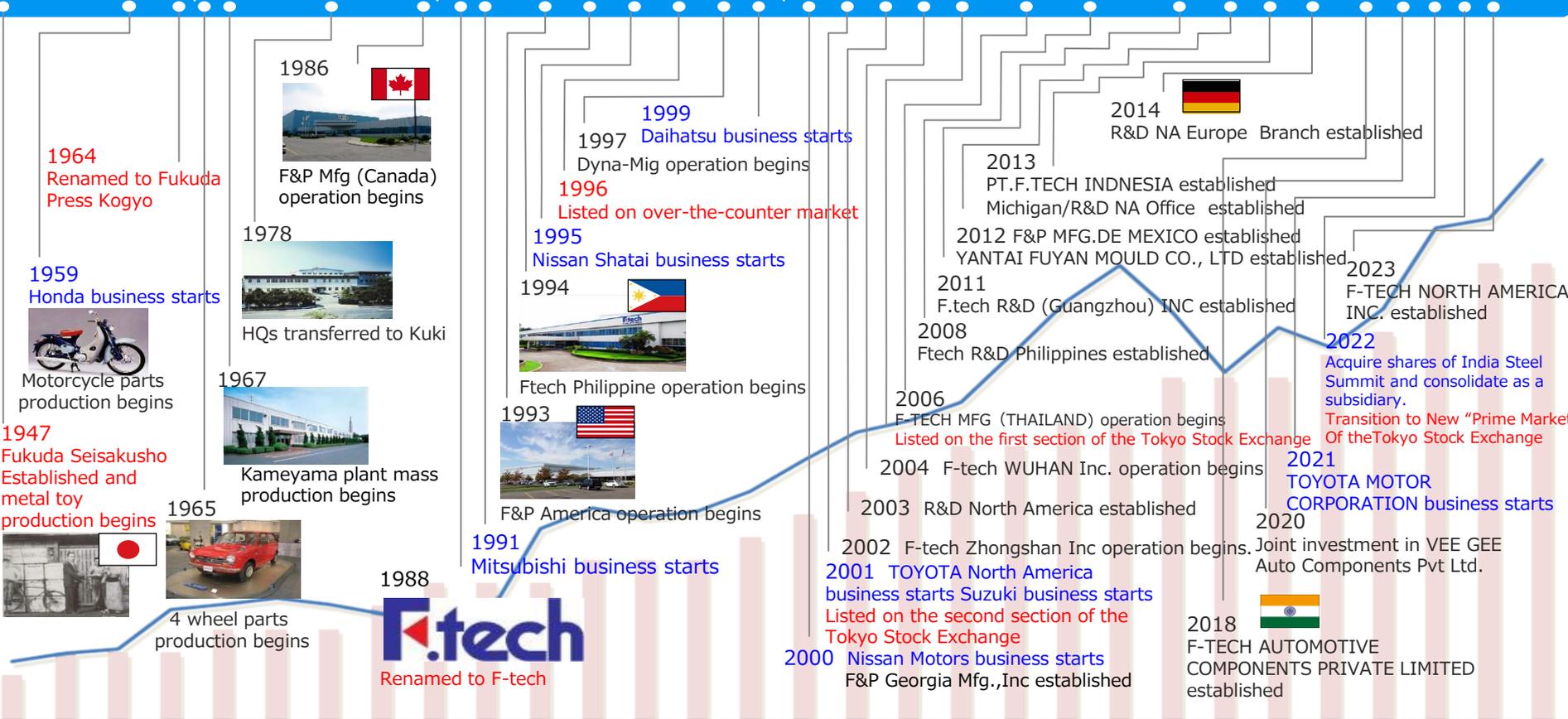
Underbody parts for automobile - suspension arm, sub-frame, axle beam, pedal control, etc.

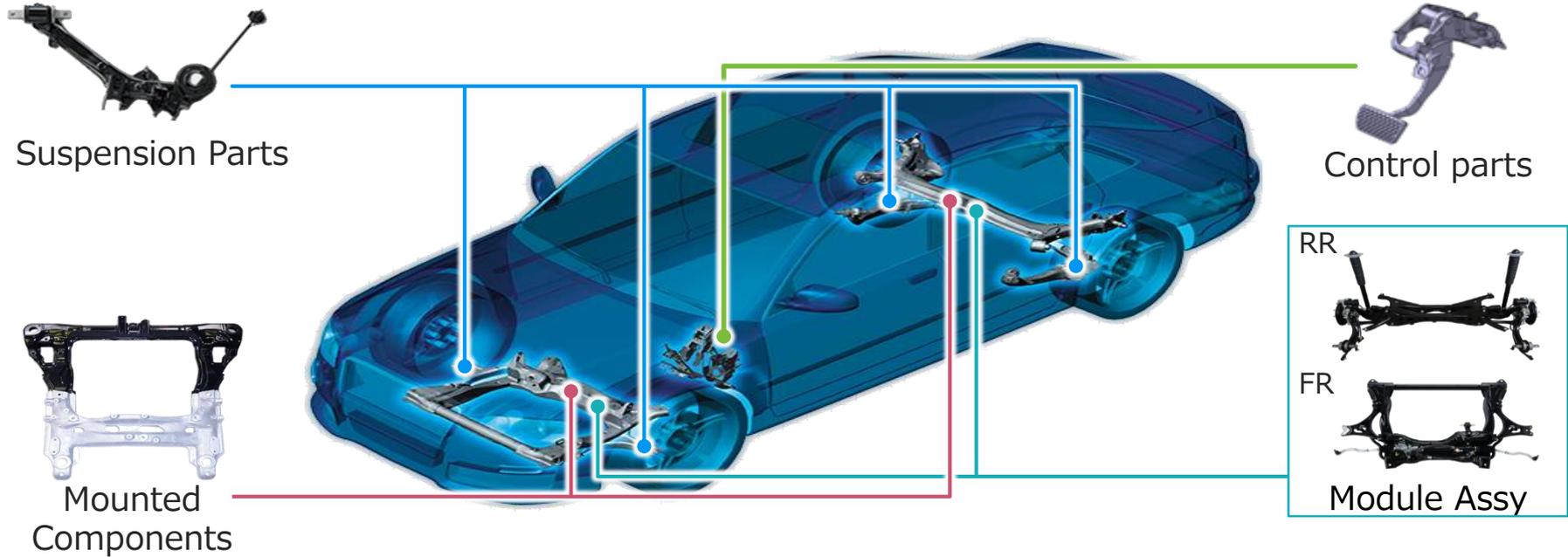
As of April 1st, 2023

# Appendix -F-tech's History

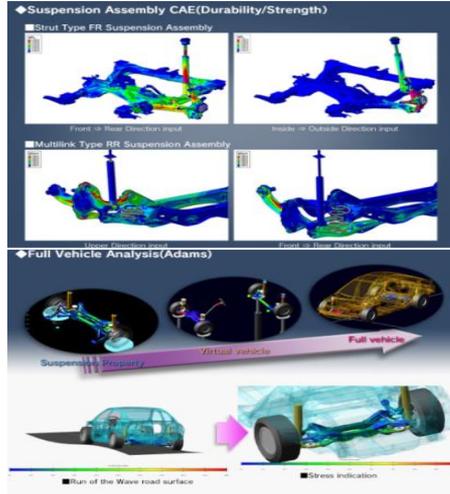


Establishment (1947-1964)      4 wheel business (1965-1987)      Business expansion (1988-1999)      Global expansion (2000- current)





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.

# Appendix -F-tech Group Companies in Japan

- 【Facilities】

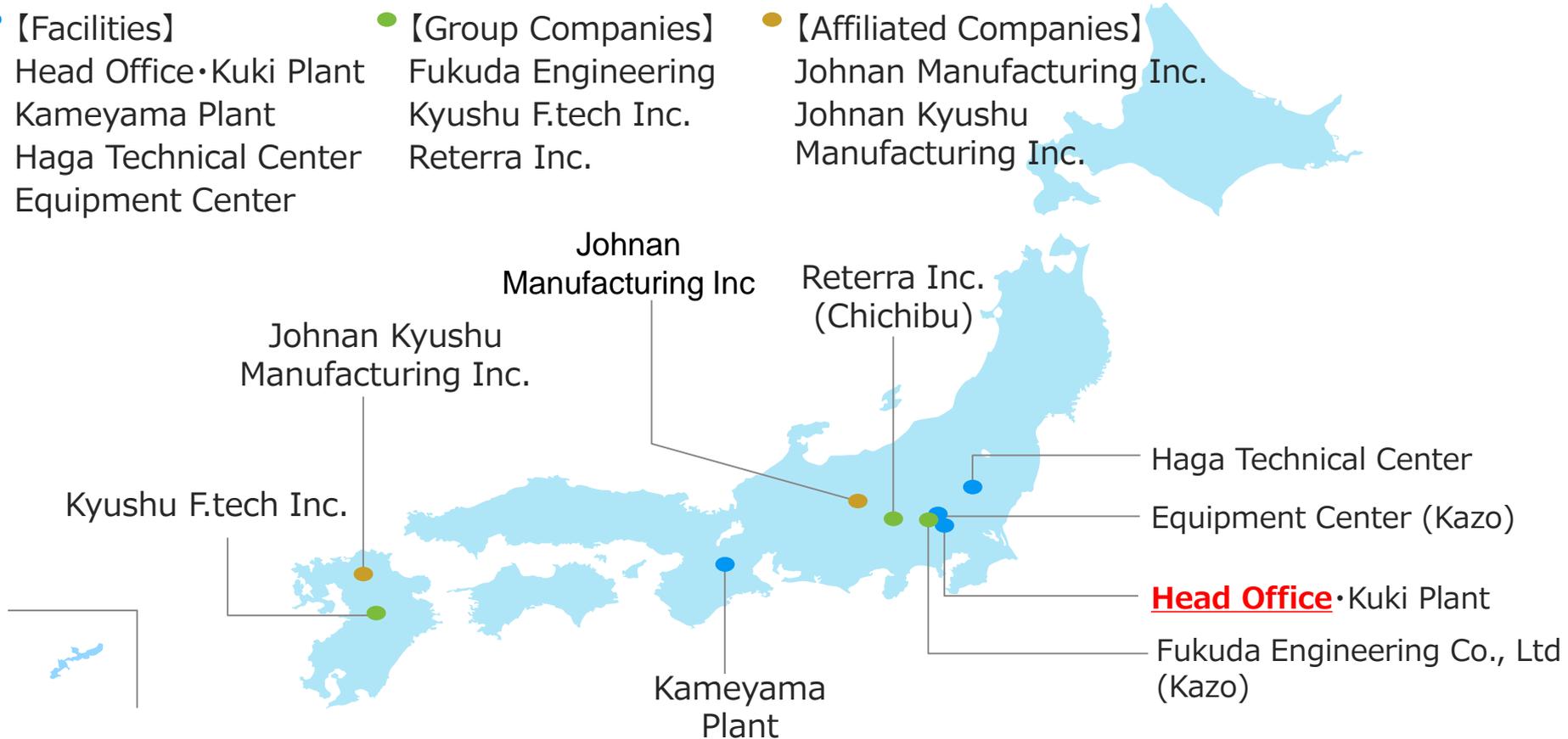
Head Office・Kuki Plant  
Kameyama Plant  
Haga Technical Center  
Equipment Center

- 【Group Companies】

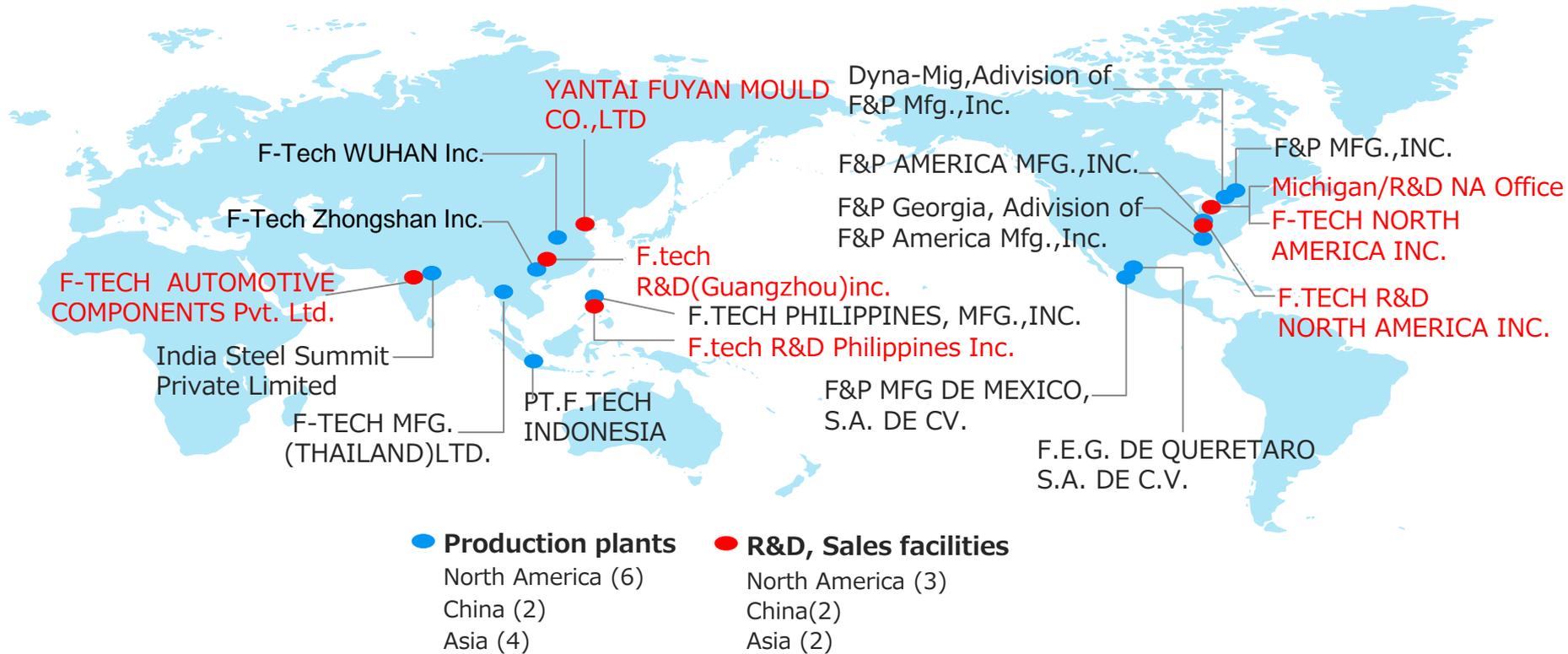
Fukuda Engineering  
Kyushu F.tech Inc.  
Reterra Inc.

- 【Affiliated Companies】

Johnan Manufacturing Inc.  
Johnan Kyushu  
Manufacturing Inc.



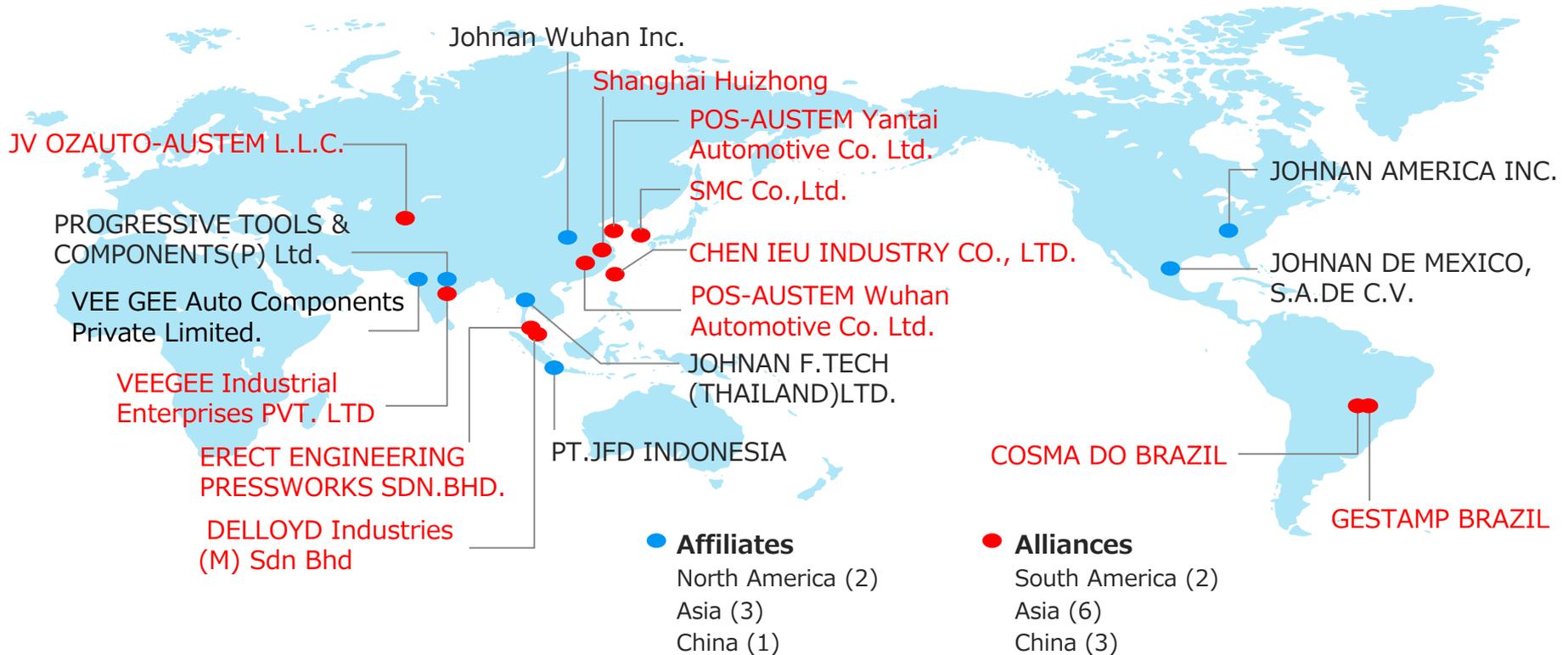
# Appendix -F-tech Group Overseas Subsidiaries (As of April 1st, 2023)



F-tech has 12 production plants and 7 R&D, Sales facilities in 8 countries.

# Appendix -Affiliates and Alliances

(As of April 1st, 2023)



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