

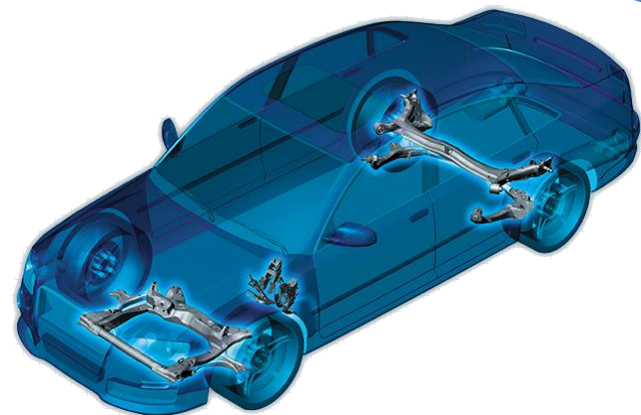
2024年3月期期末 決算説明資料

Fiscal Year Ending March, 2024
Financial Results

2024年5月15日
株式会社エフテック
証券コード：7212



「エフテック」で検索
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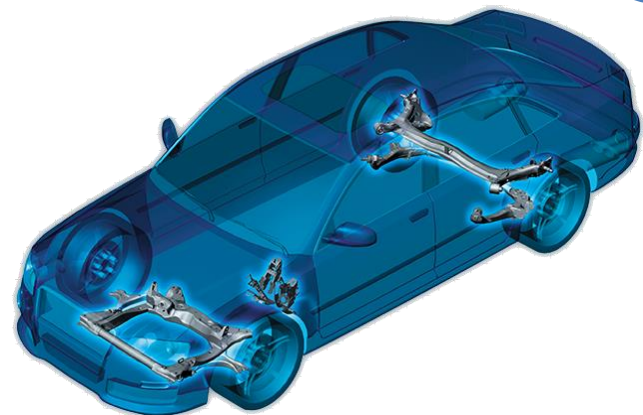
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Consolidated Financial Results Overview (Year on Year)

(Unit: Million yen)

	FY Mar. 2023 Actual		FY Mar. 2024 Actual		Change	
Sales	261,156	100.0%	298,759	100.0%	37,603	14.4%
Operating profit	2,038	0.8%	3,708	1.2%	1,669	81.9%
Ordinary profit	1,921	0.7%	3,001	1.0%	1,080	56.3%
Net income attributable to parent company shareholders	1,734	0.7%	1,683	0.6%	▲51	▲2.9%
Earnings per share (Yen)	93.30	—	90.62	—	▲2.68	—

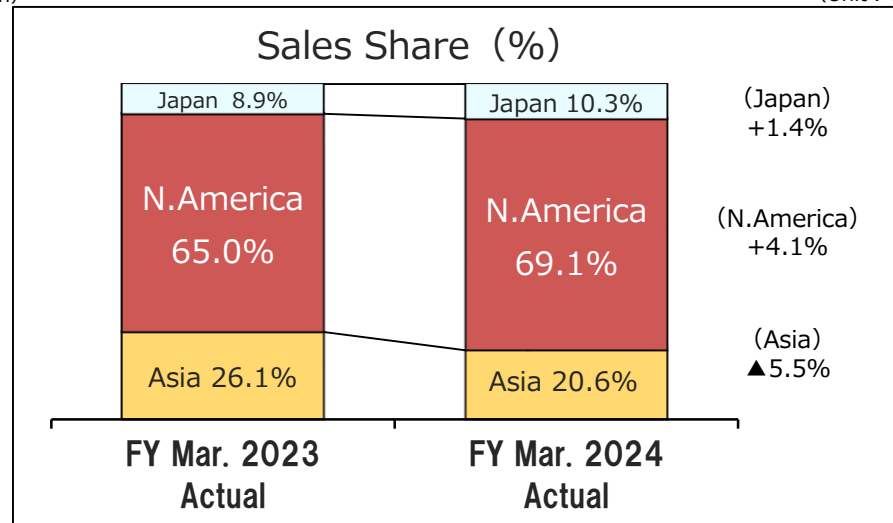
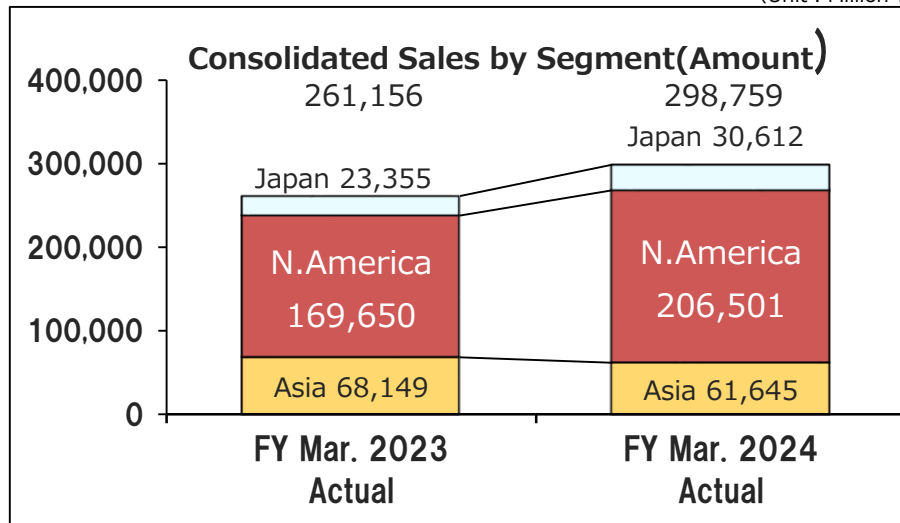
	FY Mar. 2023 Actual	FY Mar. 2024 Actual	Change
1 US\$	136.00Yen	145.32Yen	9.32Yen
1 CAN\$	102.49Yen	107.65Yen	5.16Yen
1 人民币	19.49Yen	19.88Yen	0.39Yen

Sales, operating profit, and ordinary profit showed an increase, while net income attributable to parent company shareholders experienced a decline in comparison to the prior period. The exchange rate is currently demonstrating a trend towards depreciation of the yen.

Consolidated Sales (Year on Year)

(Unit : Million Yen)

(Unit : %)



Change in Consolidated Sales

	FY Mar. 2023	FY Mar. 2024	Change	Change(%)	FX Impact	Real Difference	Change(%)
Japan	23,355	30,612	7,256	31.1%	—	7,256	31.1%
N.America	169,650	206,501	36,851	21.7%	11,952	24,899	14.7%
Asia	68,149	61,645	▲6,504	▲9.5%	1,981	▲8,485	▲12.5%
Consolidated	261,156	298,759	37,603	14.4%	13,933	23,670	9.1%

Sales in the Japan and North America regions experienced an increase due to new orders received from customers in these areas. Conversely, sales in the Asia region witnessed a decline as a result of the swift transition to electric vehicles.

Consolidated Operating Profit by Segment (Year on Year)

(Unit : Million Yen)

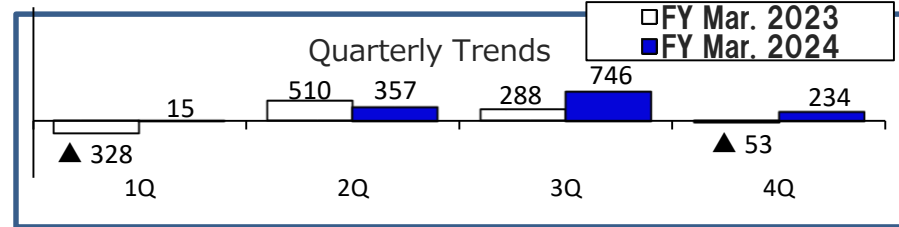
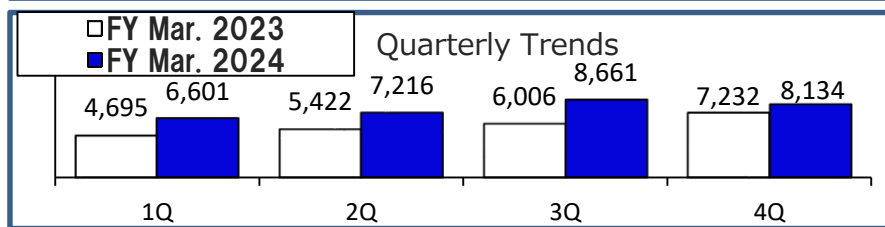
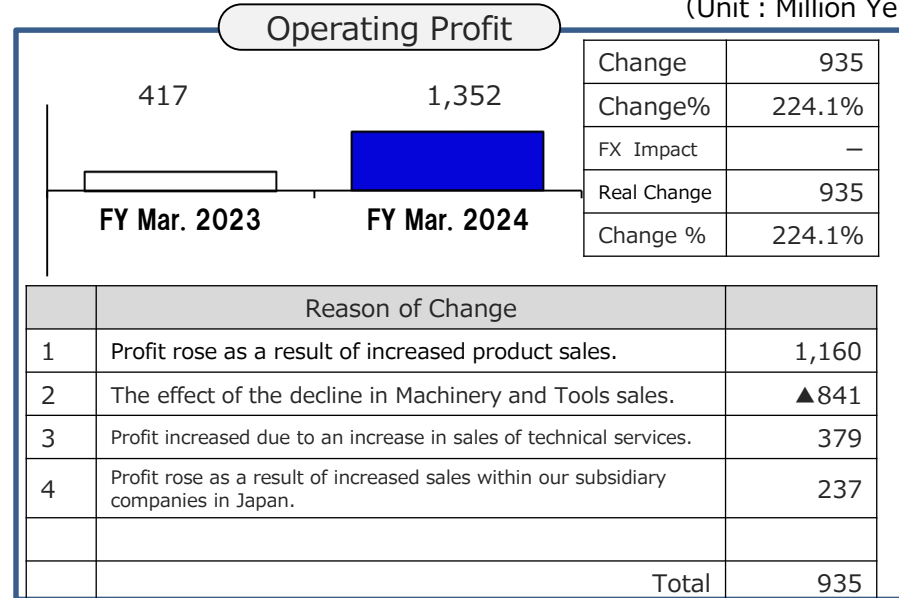
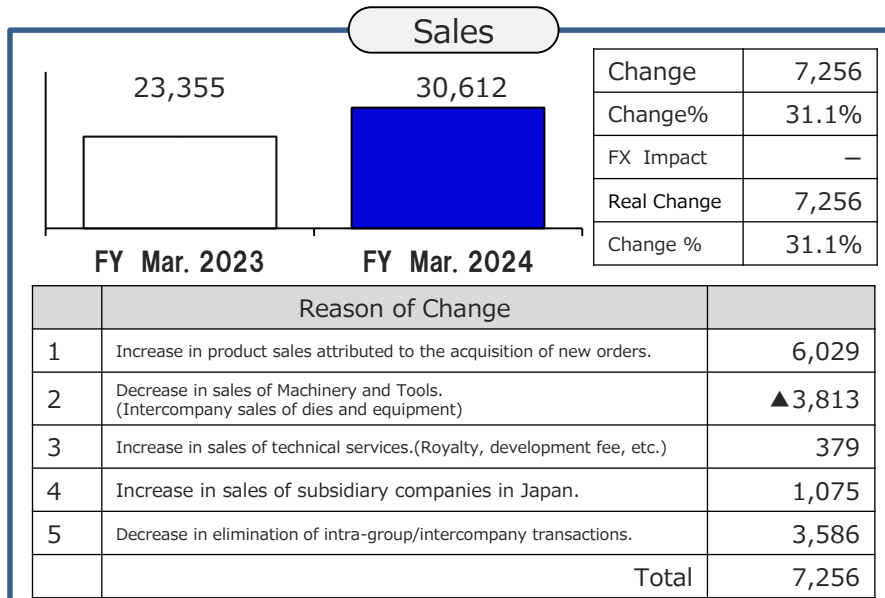
	Amount			
	FY Mar. 2023 Actual	FY Mar. 2024 Actual	Change	(%)
Japan	417	1,352	935	224.1%
N.America	▲1,040	758	1,799	—
Asia	2,340	1,511	▲828	▲35.4%
Total	1,716	3,622	1,905	111.0%
Adjustment	321	85	▲236	▲73.5%
Consolidated	2,038	3,708	1,669	81.9%

Operating profit surged by 81.9%. In Japan, a significant uplift in operating profit was observed in comparison to the prior term. In the North America region, the operating profit concluded positively, indicating a surplus. Conversely, in the Asia region, a downturn in operating profit was noted due to reduced production levels in China in comparison to the prior term.

Consolidated Operating Performance by Segment (Japan)



(Unit : Million Yen)



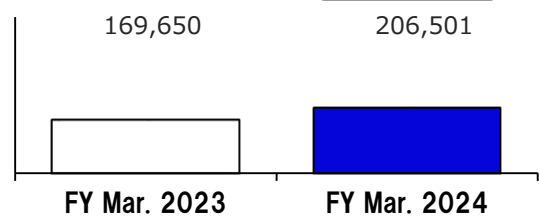
The increase in sales and profit was attributed to the effects of mass production for TOYOTA and improved production following the resolution of the semiconductor shortage.

Consolidated Operating Performance by Segment (North America)



(Unit : Million Yen)

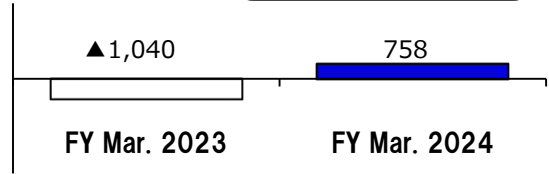
Sales



Change	36,851
Change %	21.7%
FX Impact	11,952
Real Change	24,899
Change %	14.7%

Reason of Change		
1	Increase in product sales(HM +23,928,Others +1,499)	25,427
2	Decrease in sales of Machinery and Tools.	▲528
3	The effect of foreign exchange conversion.	11,952
	Total	36,851

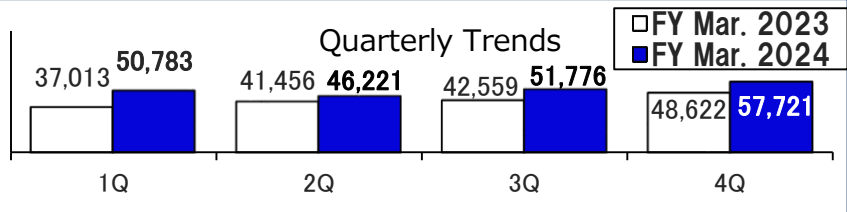
Operating Profit



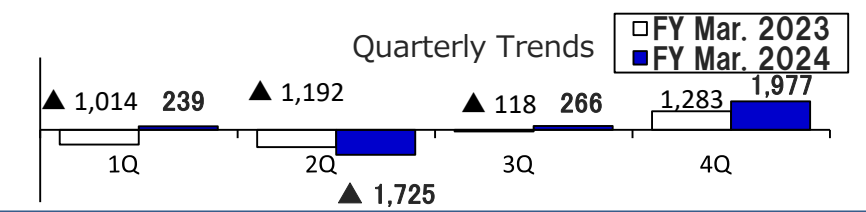
Change	1,799
Change %	-
FX Impact	46
Real Change	1,753
Change %	-

Reason of Change		
1	The increase in profit was due to the increase in product sales.	3,690
2	The increase in labor costs was attributed to the tightening demand and supply of labor.	▲1,574
3	The decrease in profit was due to the decline in sales of Machinery and Tools.	▲363
4	The effect of foreign exchange conversion.	46
	Total	1,799

Quarterly Trends



Quarterly Trends



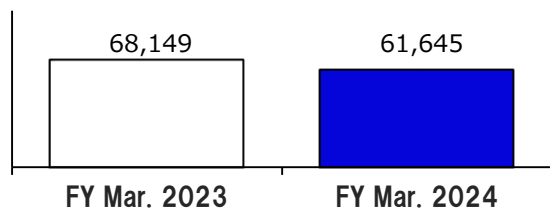
The receipt of new orders and the resolution of the semiconductor shortage contributed to enhanced mass production, leading to an increase in both sales and profits

Consolidated Operating Performance by Segment (Asia)



(Unit : Million Yen)

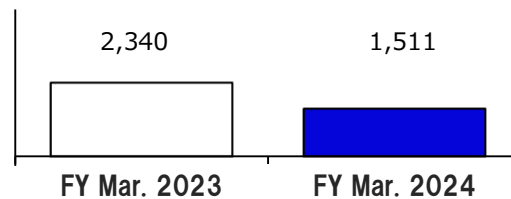
Sales



Change	▲6,504
Change %	▲9.5%
FX Impact	1,981
Real Change	▲8,485
Change %	▲12.5%

Reason of Change		
1	(China) Decrease in product sales.	▲10,023
2	(APAC) Increase in product sales.	1,538
3	The effect of foreign exchange conversion.	1,981
Total		▲6,504

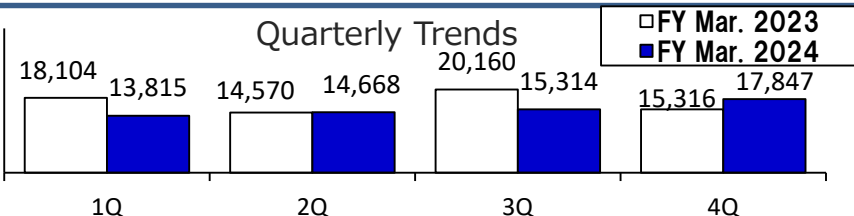
Operating Profit



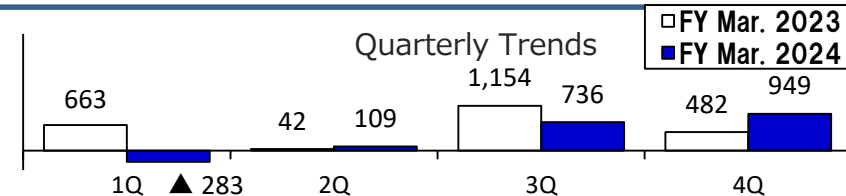
Change	▲828
Change %	▲35.4%
FX Impact	85
Real Change	▲913
Change %	▲39.0%

Reason of Change		
1	(China) Profit decline resulting from reduced product sales.	▲1,448
2	(APAC) Increase in profit due to higher product sales.	535
3	The effect of foreign exchange conversion.	85
Total		▲828

Quarterly Trends

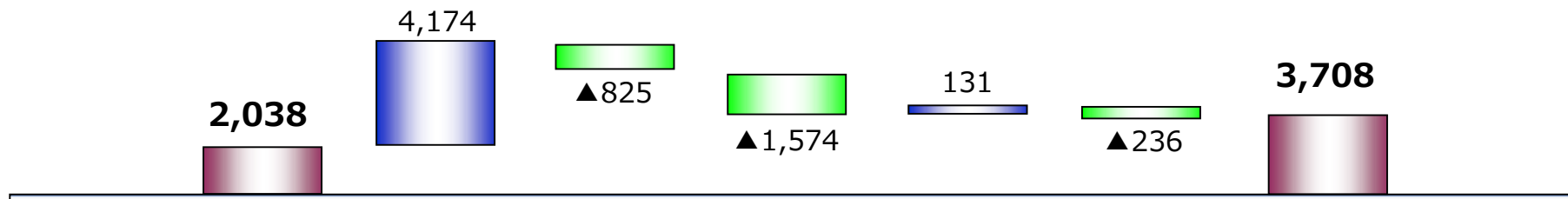


Quarterly Trends

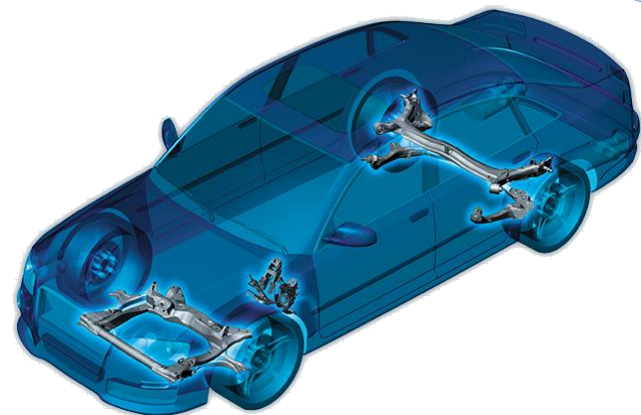


The decrease in both sales and profit was a result of the swift transition to electric vehicles in the Chinese market.

Changes in Operating Profit by Segments (FY Mar. 2024 4Q Actual)



	FY Mar. 2023	Product Sales Impact	Machinery and Tools, and Technical services Sales Impact	Labor cost	FX Impact	Consolidated Adjustment	FY Mar. 2024	Change
Japan	417	1,397	▲462				1,352	935
N.America	▲1,040	3,690	▲363	▲1,574	46		758	1,799
Asia	2,340	▲913			85		1,511	▲828
Adjustment	321					▲236	85	▲236
Consolidated	2,038	4,174	▲825	▲1,574	131	▲236	3,708	1,669



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Consolidated Sales Forecast (Forecast of FY Mar. 2025)

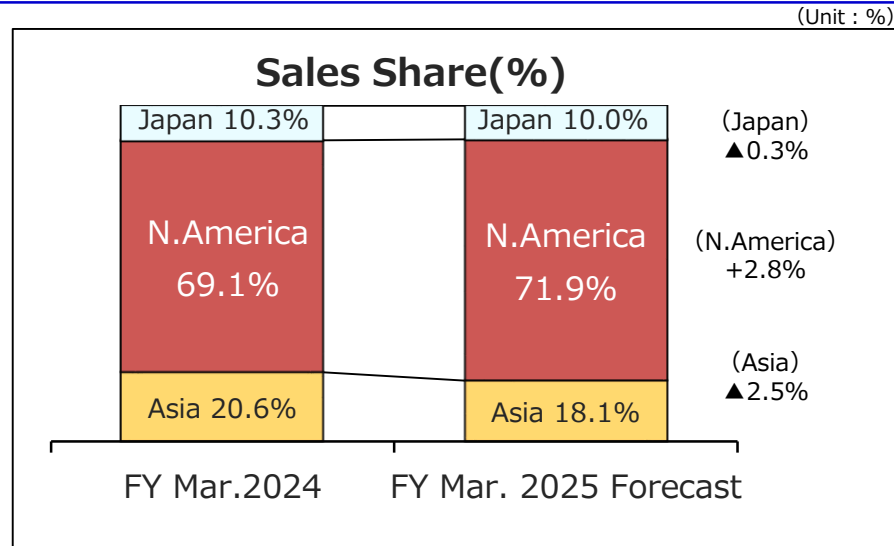
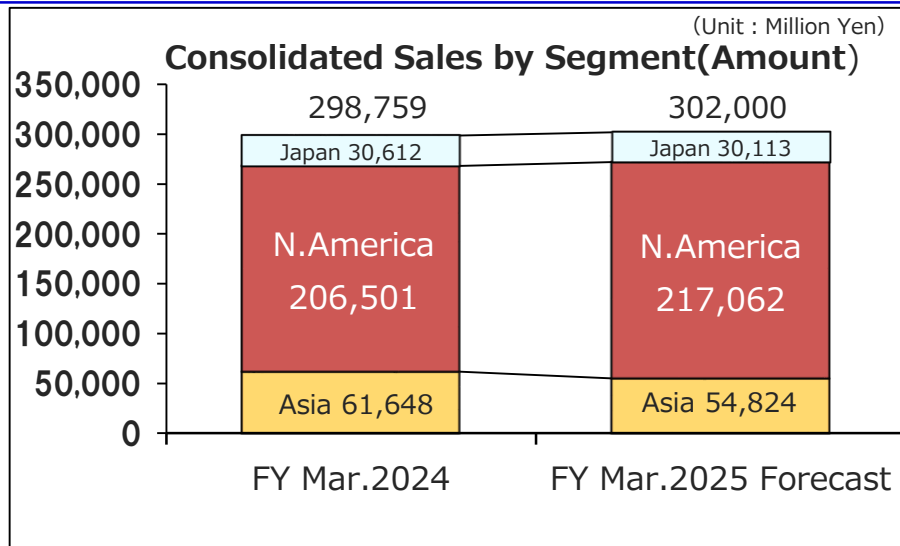
(Unit : Million Yen)

	FY Mar. 2024 Actual		FY Mar. 2025 Forecast		Change	
Sales	298,759	100.0%	302,000	100.0%	3,241	1.1%
Operating profit	3,708	1.2%	4,700	1.6%	992	26.8%
Ordinary profit	3,001	1.0%	2,500	0.8%	▲501	▲16.7%
Net income attributable to parent company shareholders	1,683	0.6%	600	0.1%	▲1,083	▲64.3%
Earnings per share (Yen)	90.62	—	32.31	—	▲58.31	—

	FY Mar.2024 Actual	FY Mar.2025 Forecast	Change
1 US\$	145.32Yen	145.00Yen	▲0.32Yen
1 CAN\$	107.65Yen	110.00Yen	+2.35Yen
1 Yuan(RMB)	19.87Yen	20.50Yen	+0.63Yen

Sales and operating profit are anticipated to rise. However, ordinary profit and profits reported below ordinary profit are expected to decline in comparison to the prior term.

Consolidated Sales Forecast (Compared to 2024 Actual)



Change in Consolidated Sales

	FY Mar.2024	FY Mar.2025 Forecast	Change	Change %	FX Impact	Real Change	Change %
Japan	30,612	30,113	▲499	▲1.6%	—	▲499	▲1.6%
North America	206,501	217,062	10,561	5.1%	2,973	7,588	3.7%
Asia	61,645	54,824	▲6,821	▲11.1%	995	▲7,816	▲12.7%
Consolidated	298,759	302,000	3,241	1.1%	3,968	▲727	▲0.2%

It is anticipated that sales will increase due to the impact of foreign exchange rates. However, excluding the effects of currency fluctuations, a decrease in sales is foreseen.

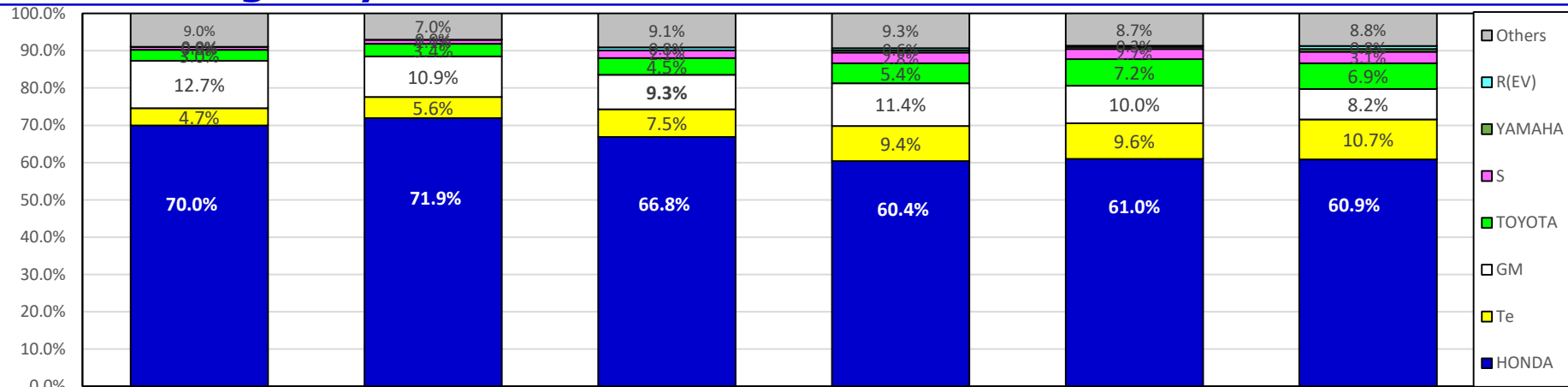
Consolidated Operating Profit Forecast by Segment (Compared to 2024 Actual)

(Unit : Million Yen)

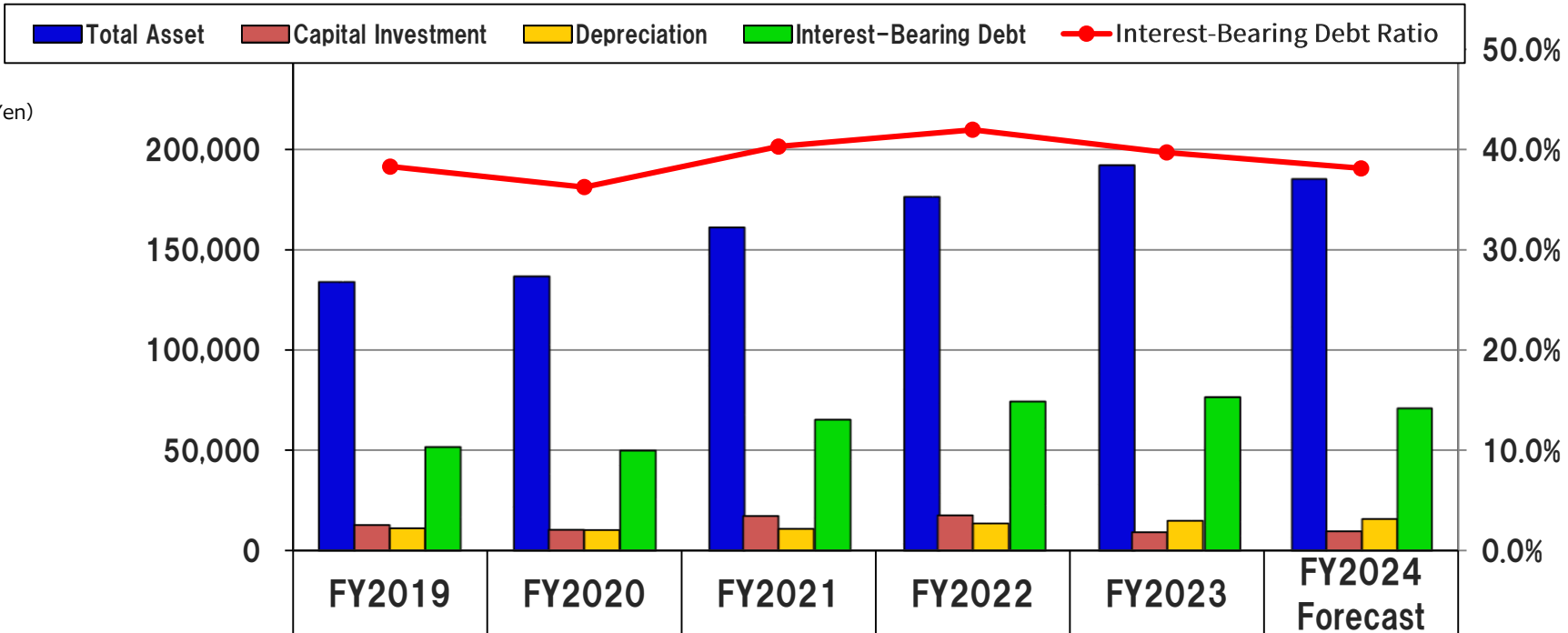
	Amount			
	FY Mar. 2024 Actual	FY Mar. 2025年 Forecast	Change	Change (%)
Japan	1,352	488	▲864	▲63.9%
N.America	758	3,322	2,564	338.3%
Asia	1,511	838	▲673	▲44.5%
Total	3,622	4,648	1,026	28.3%
Adjustment	85	52	▲33	▲38.8%
Consolidated	3,708	4,700	992	26.8%

The forecasted operating profit stands at 4.7 billion yen, representing an increase in profit of 990 million yen when compared to the actual figures for the prior term. In the North America region, the forecasted operating profit stands at 3.32 billion yen, representing an increase in profit of 2.564 billion yen compared to the actual figures for the prior term. As for Japan and Asia regions, profits are expected to decrease.

Sales Changes by Customer



	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 Forecast
HONDA	153,004	132,123	128,269	157,846	182,244	183,856
Te	10,211	10,374	14,317	24,549	28,590	32,242
GM	27,719	20,051	17,791	29,900	29,954	24,782
TOYOTA	6,471	6,178	8,563	14,033	21,440	20,854
S	1,686	2,066	4,002	7,369	8,097	9,336
YAMAHA	5	2	18	1,607	1,768	2,222
R(EV)	0	3	1,526	1,500	808	2,279
Others	19,616	12,848	17,406	24,351	25,860	26,428
	218,712	183,647	191,892	261,156	298,759	302,000

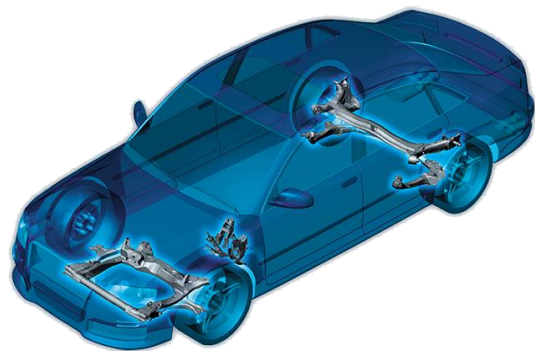


	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 Forecast
Total Asset	134,038	136,714	160,931	176,137	191,772	184,911
Capital Investment	12,238	10,010	16,651	16,907	8,809	9,314
Depreciation	10,890	10,032	10,581	13,112	14,559	15,327
Interest-Bearing Debt	51,342	49,565	64,867	73,925	76,064	70,502
Interest-Bearing Debt Ratio	38.3%	36.3%	40.3%	42.0%	39.7%	38.1%

	End of Q1	End of Q2	End of Q3	End of the Term	Total	Payout Ratio
FY Mar. 2023 Actual (Last term)		10yen		10yen	20yen	21.4%
FY Mar. 2024 Plan (Current term)		10yen		10yen	20yen	22.1%
Change		0yen		0yen	0yen	—
FY Mar. 2025 Forecast (Next term)	-	10yen	-	10yen	20yen	61.9%
Change	-	0yen	-	0yen	0yen	—

Dividend Policy

F.tech's basic policy regarding profit distribution is to return profit based on 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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Growth

Company policy

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

The 16th mid-term business plan (FY26-FY28)
Targets to achieve :
Operating profit ratio 5%

Challenge for New

- Strategically pursue growing business opportunities
- Establishment of sustainability management

- Expand added value through strategic sales activities
- Expand EV commercial rights
- Maximize development efficiency
- Establish new technology

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

Investment for growth

Pursuing the Essence of Monozukuri (Manufacturing)

Earning profit

Back to Basics

Reducing debt

- Enhancing earning power

- Develop F-tech's integrated support to sites with issues
- Increase profit by strengthening competitive advantage
- Improve staff engagement
- Develop human resources who can take an active role In the F-tech group

- Improving financial structure

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

Earning power

America

Measures to be taken in FY2023

Measures to be taken in FY2023

Output / Target

Stamping

Welding

Painting

Quality Control

Production Control

- Expert input for various improvements and guidance
- Review of personnel allocation
 - Improvement of welding equipment specifications
 - Improvement and retraining of work procedures
 - Change of parts layout
 - Review of consumables management standards
 - Improvement of transport packaging
 - Improvement of supervisors' leadership skills, etc.

- Step up in each area by inputting +20% experts support over the previous year
- Support stamping area
Press Operator Full-Year Support
Die maintenance support
 - Welding area support
Improve line efficiency, Support modification work
Reduce failure costs
 - Painting area
Reduce scrap costs
 - Support assembly area
Improve line efficiency and automation
Reduce scrap costs

<Improvement Effects

- 15% improvement in production efficiency
- 35% personnel reduction

Dispatched a total of 50 support personnel for a total of 60 days

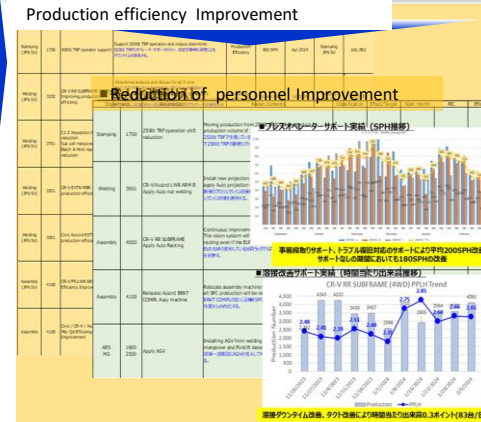
Integrated Support

Japan

Mexico

Canada

China



< Priority Implementation Development in FY2024 >

- Promoting "efficiency/quality improvement" by providing a trial period without technical support staff.
- Repeating the PDCA cycle of "Improvement => Instruction => Confirmation of Effectiveness" to establish an awareness of improvement.

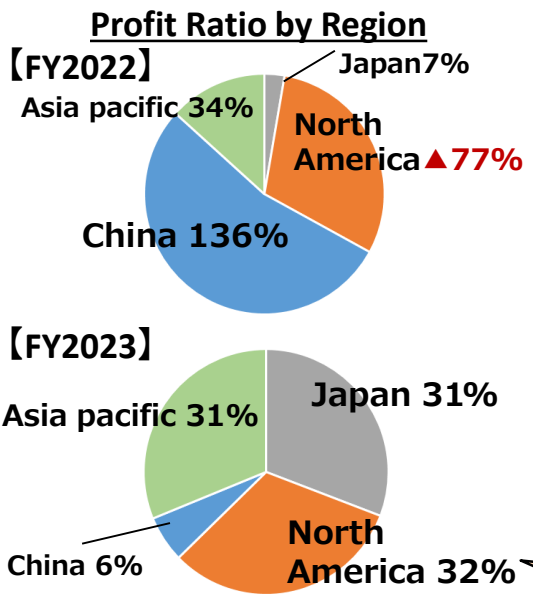
Support will continue in FY2024.

	Current Achievement of Sites	Positioning of Sites (Enhancing Earning Power)	Effects from FY2024 onward
Canada	<ul style="list-style-type: none"> Promoted downsizing of production line personnel through implementation of various improvement measures. <div style="border: 1px dashed black; padding: 5px; text-align: center;"> <p><Result in FY2023> Compared to FY2022 ▲29 Persons Estimated Effects Approx. 200 million yen</p> </div> <p>※Exchange rate Canada\$ 1= JPY108</p>	<ul style="list-style-type: none"> Demonstrated effectiveness of various improvement measures in reducing personnel. Aiming to share these improvement measures among group sites. 	<p>Sales and operating income remained stable while the number of employees was maintained. ※1</p> <p>Estimated Sales : JPY32 Billion</p> <p>Operating Sales : +JPY1 Billion 2021-year comparison (before improvements)</p> <p>※1 US\$ 1= JPY145, CA\$1= JPY110</p>
Mexico	<ul style="list-style-type: none"> Invested US\$100 million in building expansion, facility enhancement, etc. from FY2022 onward in line with orders for four models from three automakers. Currently in stable mass production. <div style="border: 1px dashed black; padding: 5px; text-align: center;"> <p><Result in FY2023> Sales JPY37 Billion Operating profit ratio 8.6%</p> </div> <p>※Exchange rate US\$ 1 = JPY145</p>	<ul style="list-style-type: none"> Growing into a major site for securing profitability within the group. <p style="text-align: center;">< Number of models at Mexico ></p> <p>EV : 3 models</p> <p>ICE : 4 models ※2</p> <p>※2 ICE: Internal Combustion Engine</p>	<p>Mass production of newly ordered models stabilized, and both sales and operating income remained stable.</p> <p>Estimated Sales : JPY40 Billion Increased of 31 billion yen over 2021 (before orders) ※1</p>

Raise the earning power of the entire North American region and secure stable earnings

Changes in Profit Structure

In the previous fiscal year, the deficit in the North America area was covered by the China area, but in the current fiscal year, the North America area covered the decrease in profit in the China area.



America

Environmental Changes

- Difficulty in retaining and securing human resources
 - ➔ Production efficiency decline, delay in improvement
- Production reduction due to delay in OEM mass production start-up
 - ➔ Sales Decrease
- Increase in new start-up losses

Canada

- Decrease in sales due to reduced production by U.S. OEMs
- Honda production volume is stable
- Impact of UAW Wage Hike Negotiations

China

- Significant production cut by Japanese OEMs
- Rise of Chinese OEMs
- China's economic slowdown

Counter-measures

- Change of temporary staffing companies and enhancement of training
- Increased support staff from Japan and other locations to improve efficiency, labor saving and quality

- Efforts to improve efficiency, reduce manpower, internalize production, and enhance quality are progressing steadily.
- Responding to wage increases and communicating with employees to secure human resources

- Practice countermeasures based on declining sales
- Personnel adjustment due to production reduction
 - In-house production of pressed parts
 - ➔ Increased value-added
 - Consolidation of service parts
- Improved production efficiency, Significant cost cut

Mainly Mexico

※Progress: Comparison of 15 mid-term plan and single year results

Strengthening cooperation with Japan and promoting measures to solve issues in the U.S. and China

Growth

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Earning power

※Exchange rate FY2022 : US\$1=JPY136 FY2023 : US\$1=145



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

FY2022 Approx. US\$100 million investment
Installed new facilities, expanded capacity, and expanded buildings in response to orders for **4 vehicle models (3 EVs)** from **3 automakers**

Sales

JPY37 Billion

Sales

JPY 27 Billion



【 Enhancing Earning Power 】

Improve production efficiency,
Reduce costs and Control personnel expenses

JPY3.2 Billion

Operating profit

JPY 1.6 Billion

FY2022

FY2023

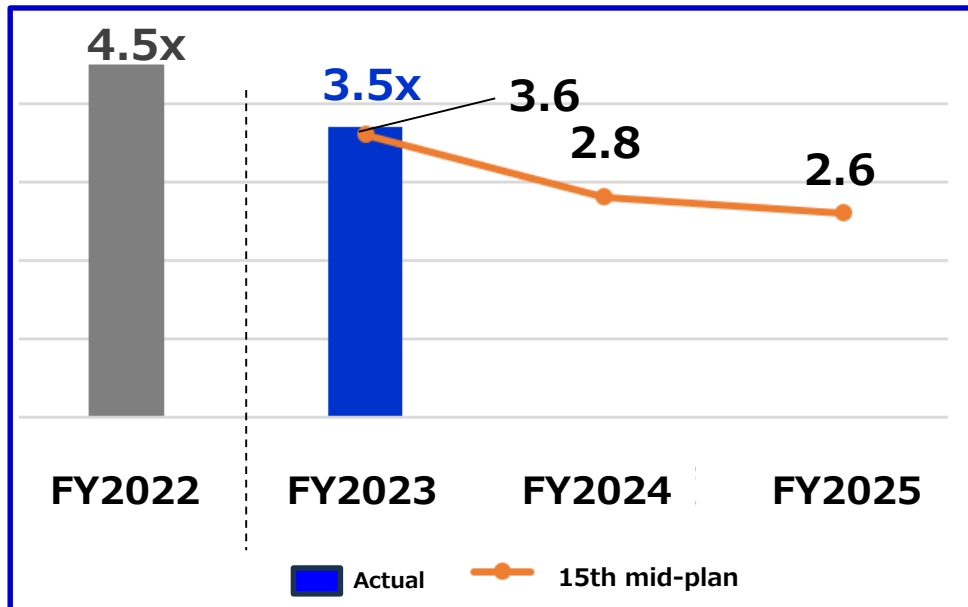
Mexico site Become the F-Tech Group's No. 1 growth base by generating investment effects

"15th mid-plan" : Improvement of financial soundness

Cash equivalent : JPY12,204million Int. Bearing debt : JPY76,064million ⇒ Net Debt:JPY63,860million

Operating profit : JPY3,708million Depreciation : JPY14,559million ⇒ EBITDA:JPY18,267million

Net Debt / EBITDA Ratio



Initiatives

■ Control of Invest amount

Conduct various evaluation of each general investment and new model investment, and limit the amount of investment to within the depreciation cost of the entire group.

■ Reinforce Profit monitoring system

The head office participates in monthly management meetings to share the status of earnings, investments, and cash management.
Actions to resolve issues are promptly implemented.

※ Net Debt / EBITDA Ratio = (Interest-bearing debt less cash equivalents) ÷ (Operating profit + Depreciation)

Achieved first-year target for Net Debt / EBITDA ratio. Promoting further improvement of financial soundness.

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- Establish new technology

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

Investment for growth

Pursuing the Essence of Monozukuri (Manufacturing)

Earning profit

Back to Basics

Reducing debt

- Enhancing earning power

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

- Improving financial structure

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

Earning power

Establishment of a new sales office, F-TECH NORTH AMERICA, contributed to **the orders for 14 models from 6 companies**. In 2024, we will continue to **win orders from existing manufacturers, EV manufacturers, and others through various promotion activities**.

<Car models that went into production in FY2023 (Only a part is shown)>



LEXUS LBX
Annual plan 10,000 units



SUZUKI SWIFT
Annual plan 120,000 units



U.S. EV makers
Annual plan 120,000 units



GM BEVs
Chevrolet Blazer EV
Chevrolet Equinox EV
Annual plan 130,000 units



Growth

Company policy

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

The 16th mid-term business plan (FY26-FY28)
Targets to achieve :
Operating profit ratio 5%

Challenge for New

- Strategically pursue growing business opportunities
 - Establishment of sustainability management
- Expand added value through strategic sales activities
 - Expand EV commercial rights
 - Maximize development efficiency
 - Establish new technology
 - Strengthen ESG management initiatives
 - Promote the realization of carbon neutrality
 - Improve evaluation by stakeholders

Investment for growth

Pursuing the Essence of Monozukuri (Manufacturing)

Earning profit

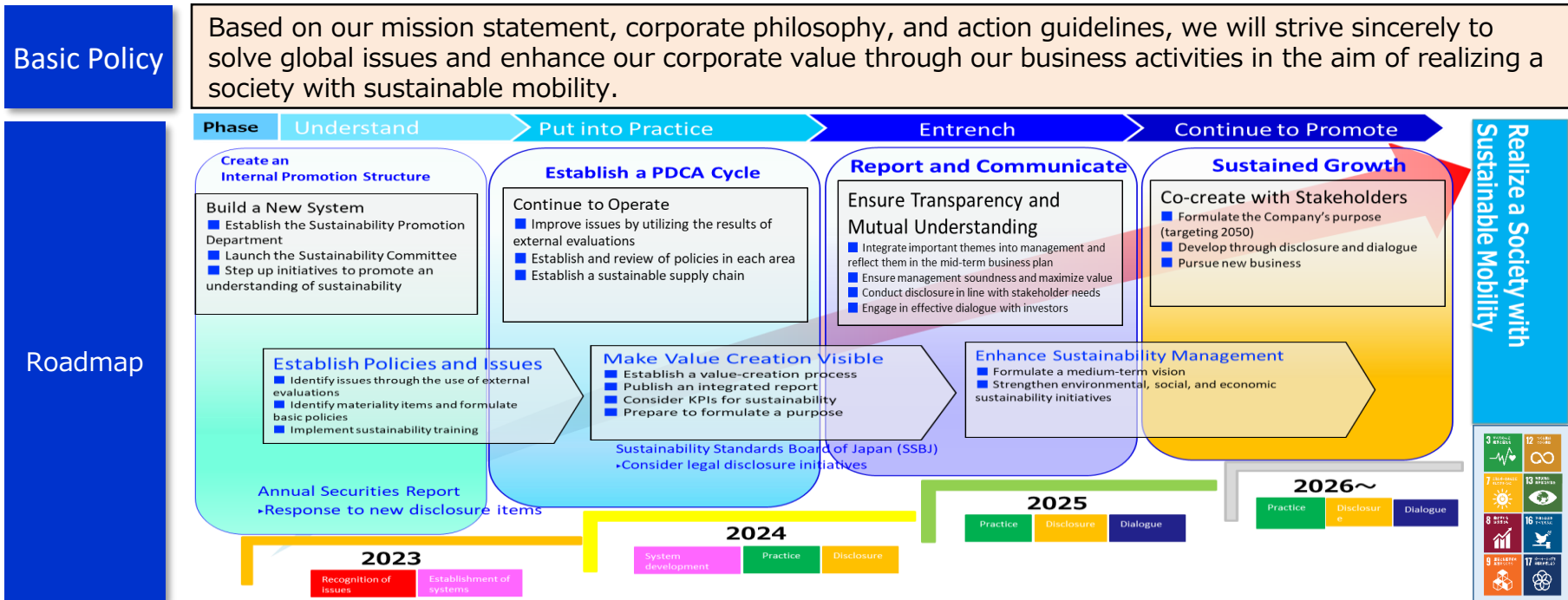
Back to Basics

Reducing debt

- Enhancing earning power
 - Improving financial structure
- Develop F-tech's integrated support to sites with issues
 - Increase profit by strengthening competitive advantage
 - Improve staff engagement
 - Develop human resources who can take an active role In the F-tech group
 - Recovering return on invest of 14 mid-term plan
 - Control of investment amount
 - Reinforce of the monitoring system for the profit situation of each site

Earning power

- We established the Carbon Neutral Strategy Committee and Promotion Team in December 2022, and the Sustainability Promotion Department and Sustainability Committee in April 2023.
- We established Basic Sustainability Policy and Road map in December 2023.



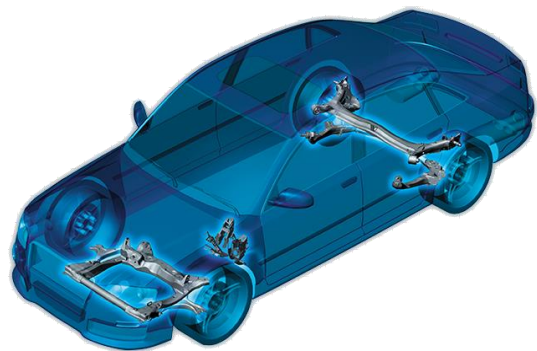
From basic policy development to materiality and value creation, we aim to realize a society with sustainable mobility.

15th Mid-term Business Plan : Materiality & KPI

No.	Materiality	Category	Our Aims	The Company's Main Initiatives	KPI (2030)	Relation to the SDGs
1	Response to carbon neutrality	Environment (E)	Establish a low-carbon and highly efficient production system and develop environmentally friendly products	<ul style="list-style-type: none"> Design and develop items, such as EV products, that meet customer needs Reduce environmentally hazardous substances Evaluate products using LCA Implement third-party verification Expand the use of renewable energy 	<ul style="list-style-type: none"> Achieve Scope 1 And 2 carbon neutrality in manufacturing area by 2035 Achieve carbon neutrality throughout the supply chain by 2050 	
2	Development of environmentally friendly products					
3	Respect for human rights	Society (S)	Further strengthen our business foundation, ensure a comfortable working environment for our employees, and provide a secure and safe future for all	<ul style="list-style-type: none"> Foster a corporate culture that respects diversity Strengthen and enhance employee engagement Continue to comply with occupational safety laws and regulations Augment customer satisfaction 	<ul style="list-style-type: none"> Human rights training - 100% employee participation No lost time injuries - 0 cases Scraps quality defects - 0 cases 	
4	Safe and hygienic working environment					
5	Provision of high-quality products					
6	Compliance	Governance (G)	Expand the corporate infrastructure to enhance corporate value over the medium to long term	<ul style="list-style-type: none"> Expand compliance training Enhance CSR verification sheets Expand supply chain management 	<ul style="list-style-type: none"> Compliance training - 100% employee participation Violation of laws and regulations - 0 cases Supplier CSR verification sheet - 100% deployment 	
7	Fair trade					

※Review materiality on a regular basis to meet changing circumstances.

Identified key issues in each ESG area and launched initiatives to achieve KPIs for each item.



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

◆SAITAMA Environmental Fair & Children's Eco Festival



On November 11th and 12th, 2023, we exhibited a booth at the "SAITAMA Environmental Fair & Children's Eco Festival" sponsored by Saitama Prefecture and Aeon Mall Ageo.

Inside the booth, we introduced our environmental conservation efforts and held craft classes for children, with a total of 150 people over the two-day period.

◆Food Drive Activity



Since 2021, we have been holding a food drive tie-up with Saitama Resona Bank. On November 22, 2023, we held a joint presentation ceremony to children's support organizations. We donated 805 items provided by employees to the children's cafeterias in Kuki City.

◆Clean-up Activities



The company aims to contribute to local communities and raise employees' awareness of CSR. We conduct a variety of clean-up activities every year at our global locations and in Japan.

We will continue to carry out the activities in order to contribute to the local community.

High recognition acquired from customers (FY 2023)

	Global	Quality	Jul. 2023	NISSAN	Nissan Global Supplier Award / Global Quality Award
Japan	Kameyama Plant	Production Engineering	Apl. 2023	Ministry of Education	Awarded by Ministry of Education, Culture, Sport, Science and Technology - Prize for creativity "Improvement of R/L contamination prevention device for 1000t. Presses"
North America	F&P (Canada)	Quality , Delivery	Apl. 2023	HONDA MOTOR	Service Parts Award / Delivery & Quality Award
	FPA (America)	Quality	Jun. 2023	General Motors	Supplier Quality Excellence Award 2022
	FPMX (Mexico)				
Asia	FTW (China)	Quality , Delivery	Jan. 2024	Dongfeng Honda Automobile	20th Anniversary Special Award Excellent Supplier Award
	FTZ (China)	Delivery	Jan. 2024	Guangqi Honda Automobile	Excellent Supplier Award
	FMTL (Thailand)	Quality	Jul. 2023	NISSAN Motors	Nissan Supplier Meeting Quality Finalist
		Quality	Dec. 2023	TOYOTA DAIHATSU ENGINEERING & MANUFACTURING	Outstanding Performance Supplier in Quality Performance
	FPMI (Philippine)	Appreciation	Mar. 2024	TOYOTA AISIN PHILIPPINES	PLAQUE OF APPRECIATION
	ISS (India)	Quality	Jun. 2023	DENSO Haryana	Overall Performance Award
Performance		DENSO JAPAN		Excellent Performance Award	
Quality		May 2023	Shiroki Automotive India	Best Supplier QCD Award	



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、取材お申し込みは

For inquiries on IR information, please contact:

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F-TECH INC. Management Planning Division General Affairs Department / Finance and Accounting Department

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webmaster@ftech.co.jp

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



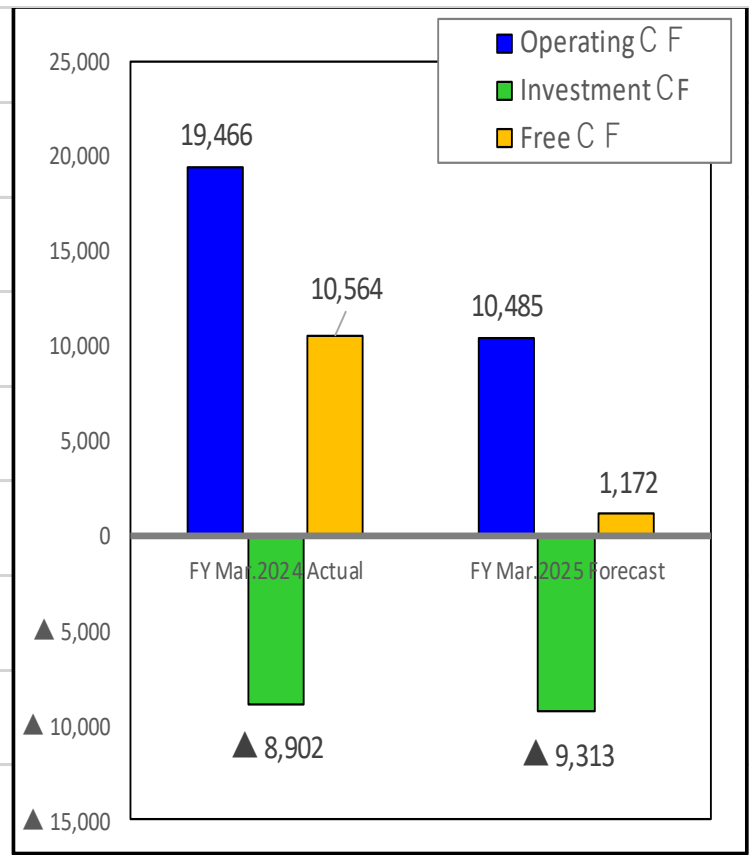
Appendix

(Unit : Million Yen)

	FY Mar.2024 Actual	FY Mar.2025 Forecast	Changes		FY Mar.2024 Actual	FY Mar.2025 Forecast	Changes
Cash and Deposits	12,204	7,000	▲ 5,204	Notes and AP	27,902	28,190	288
Notes and AR	41,596	43,151	1,555	short-term loans	38,537	36,660	▲ 1,877
Inventories	25,485	28,287	2,802	Current portion of Long-term loan	12,782	8,576	▲ 4,206
Others	3,783	3,783	0	Others	12,830	12,577	▲ 253
Current Assets	83,069	82,221	▲ 848	Current Liabilities	92,053	86,004	▲ 6,049
(Property, plant and equipment)	94,033	88,019	▲ 6,014	Long-term loan	22,043	23,660	1,617
Intangible assets	319	319	0	Others	5,932	5,090	▲ 842
Investment and others	14,350	14,350	0	Non-current Liabilities	27,975	28,750	775
Non-current Assets	108,702	102,689	▲ 6,013	Total Liabilities	120,029	114,755	▲ 5,274
Total Assets	191,772	184,911	▲ 6,861	Total Shareholders' Equity	42,404	42,630	226
				Accumulated Other Comprehensive Income	13,421	12,591	▲ 830
NETDEBT	63,860	63,502	▲ 357	Non-controlling Interests	15,916	14,934	▲ 982
EBITDA	18,267	20,027	1,760	Total Net Assets	71,743	70,156	▲ 1,586
NETDEBT/EBITDA	3.50	3.17	▲ 0.33	Total Liabilities and Net Assets	191,772	184,911	▲ 6,860

(Unit : Million Yen)

	FY Mar.2024 Actual	FY Mar.2025 Forecast	Change
営業活動キャッシュフロー Cash flow fm operating activities	19,466	10,485	▲ 8,981
投資活動キャッシュフロー Cash flow fm investment activities	▲ 8,902	▲ 9,313	▲ 411
財務活動キャッシュフロー Cash flow fm financial activities	▲ 4,263	▲ 6,513	▲ 2,250
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	413	136	▲ 277
現金及び現金同等物の増減額 Net change of cash & cash equivalent	6,712	▲ 5,204	▲ 11,916
現金及び現金同等物の期首残高 Beginning balance of cash & cash equivalent	5,491	12,204	6,713
現金及び現金同等物の期末残高 Ending balance of cash & cash equivalent	12,204	7,000	▲ 5,204

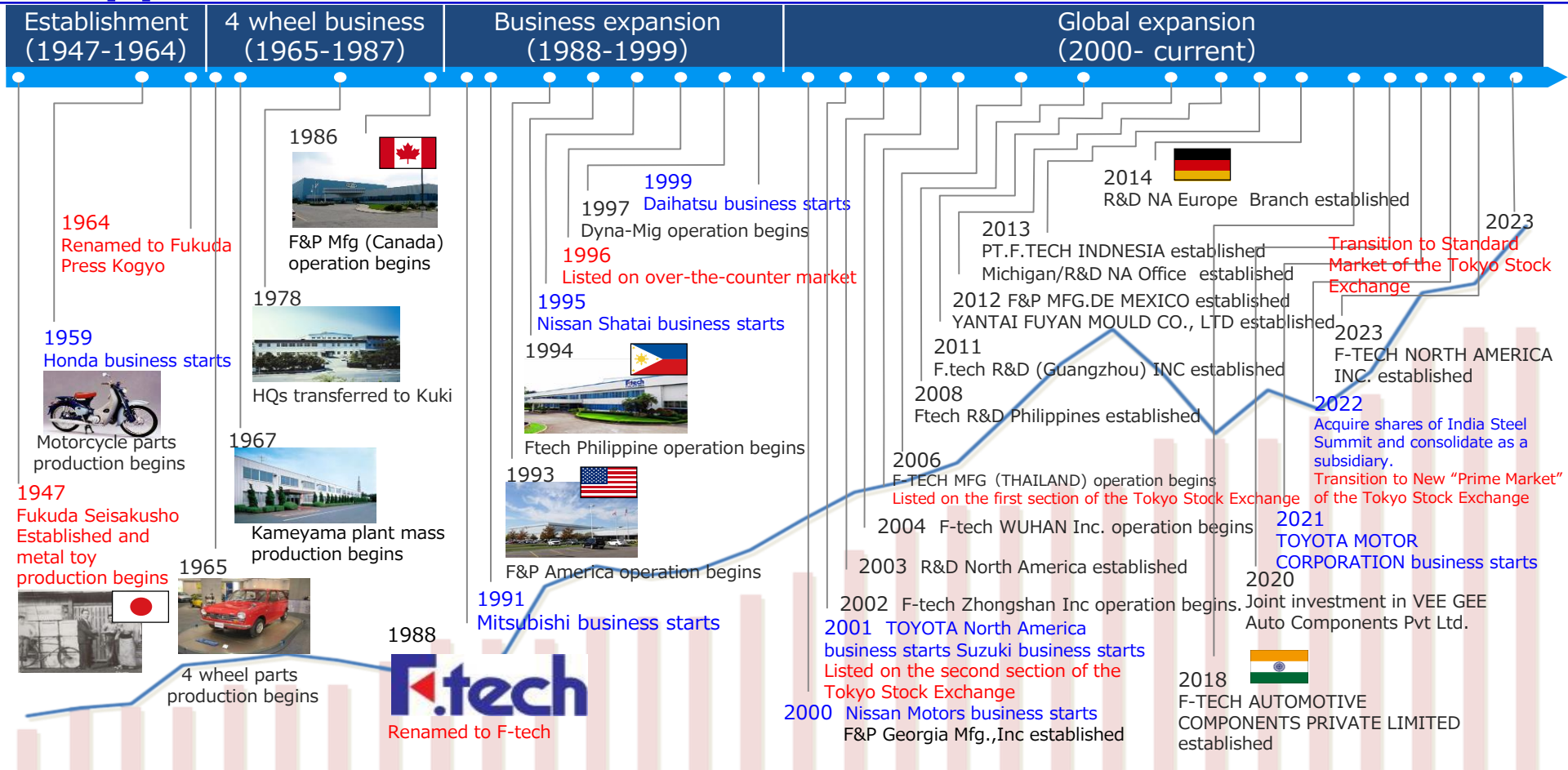


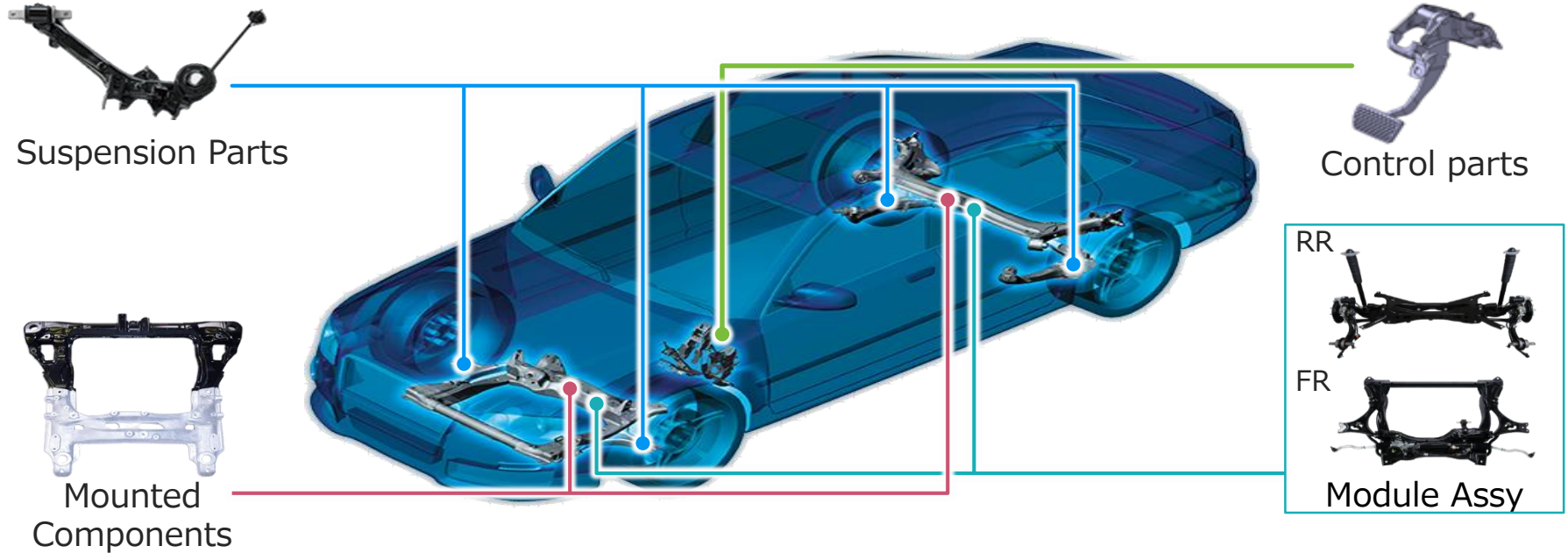
Company Name	F-TECH INC.
Market Segment	Standard Market (7212)
Capital	6.79 Billion Yen
President and CEO	Yuichi Fukuda
Consolidated Sales	298.7 Billion Yen (year ending Mar 2024)
Number of Employees / Consolidated	9,800 (Non-consolidated: 939人*) <small>*Non-consolidated: Domestic companies only. (Excluding subsidiaries and overseas employees)</small>
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.



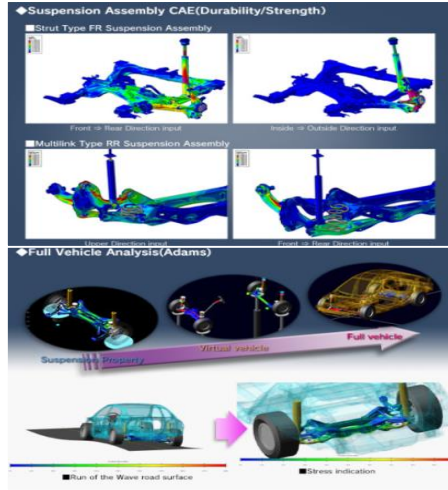
As of March 31, 2024

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】

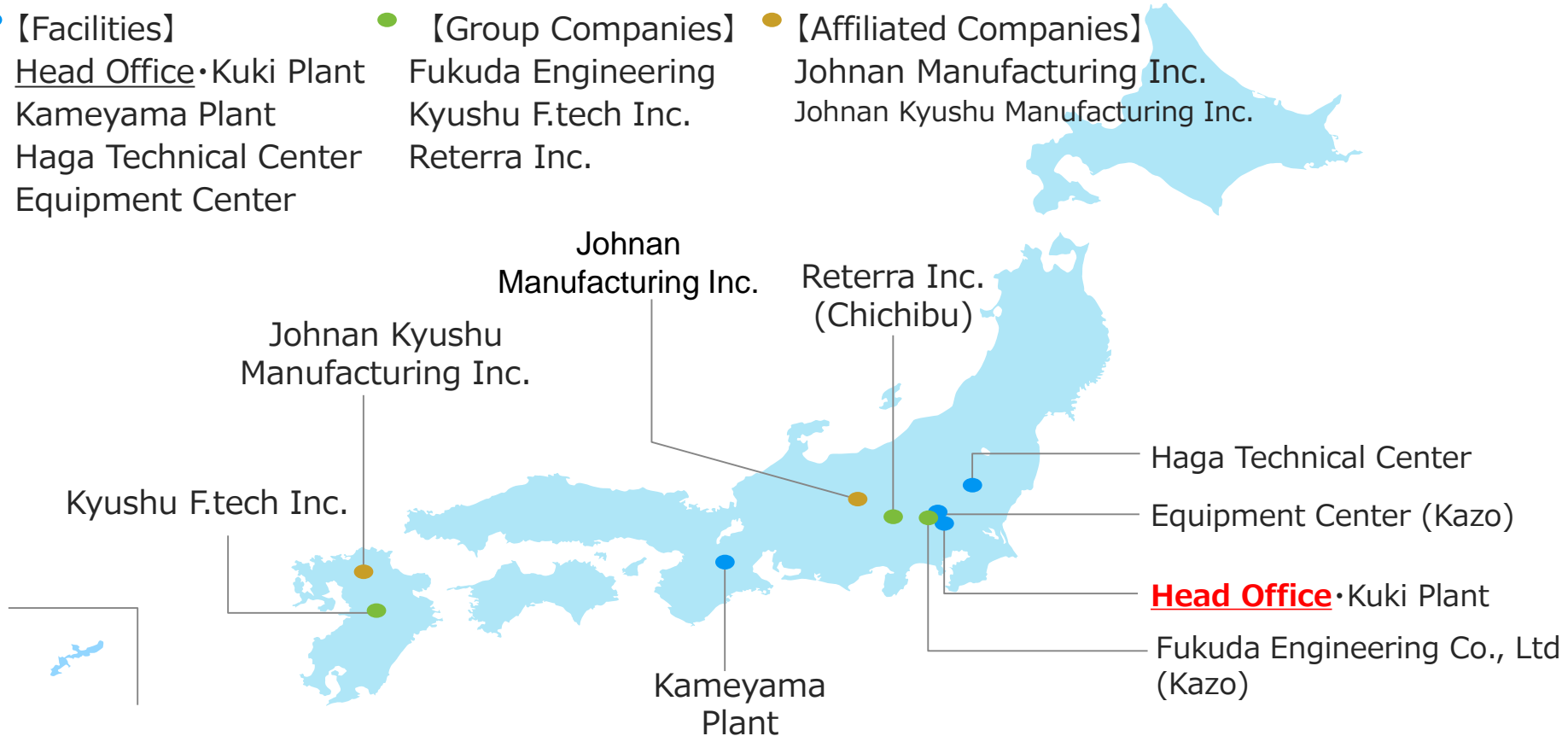
Head Office・Kuki Plant
Kameyama Plant
Haga Technical Center
Equipment Center

- 【Group Companies】

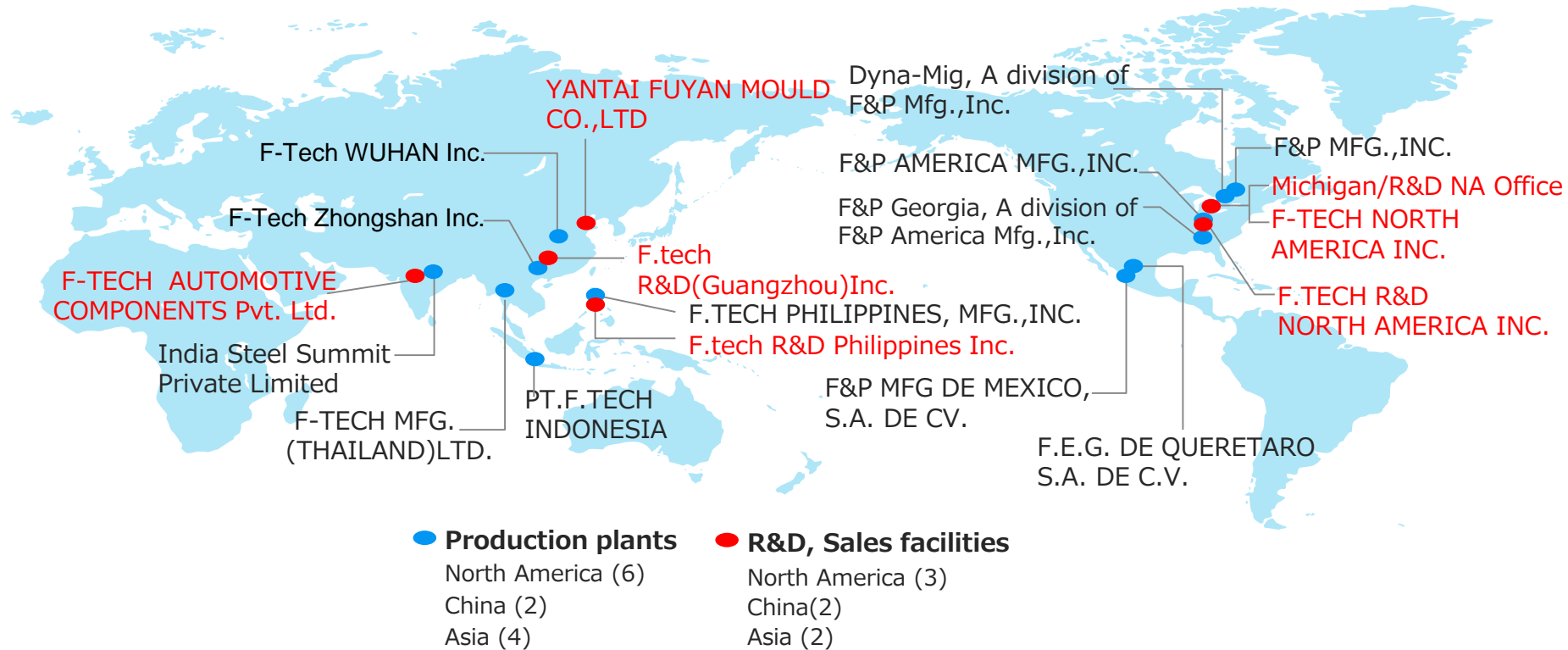
Fukuda Engineering
Kyushu F.tech Inc.
Reterra Inc.

- 【Affiliated Companies】

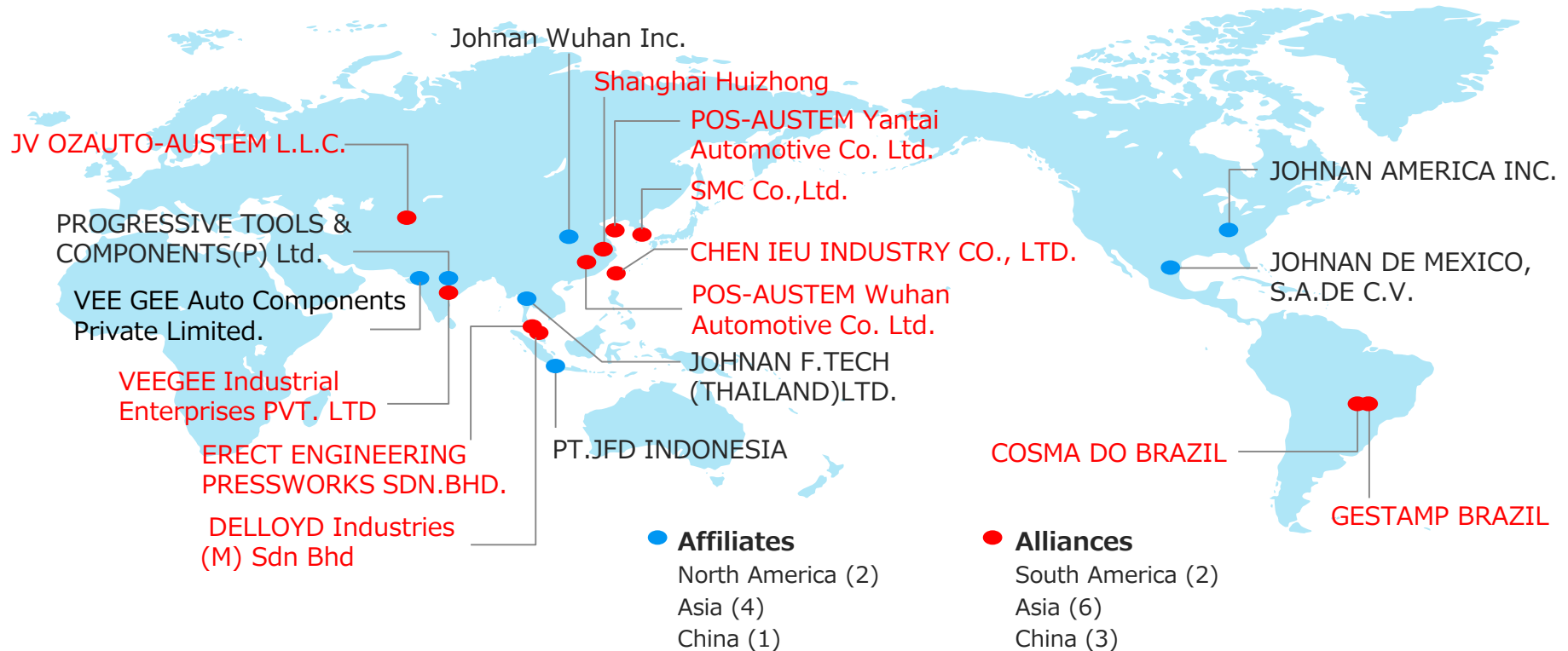
Johnan Manufacturing Inc.
Johnan Kyushu Manufacturing Inc.



Appendix ~ F-TECH Group Overseas Subsidiaries (As of April 1, 2024)



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



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