

2026年3月期期末 決算説明資料

Fiscal Year Ending March , 2026
Financial Results

2026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
<https://www.ftech.co.jp>

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Consolidated Financial Results Overview (Year-over-Year)



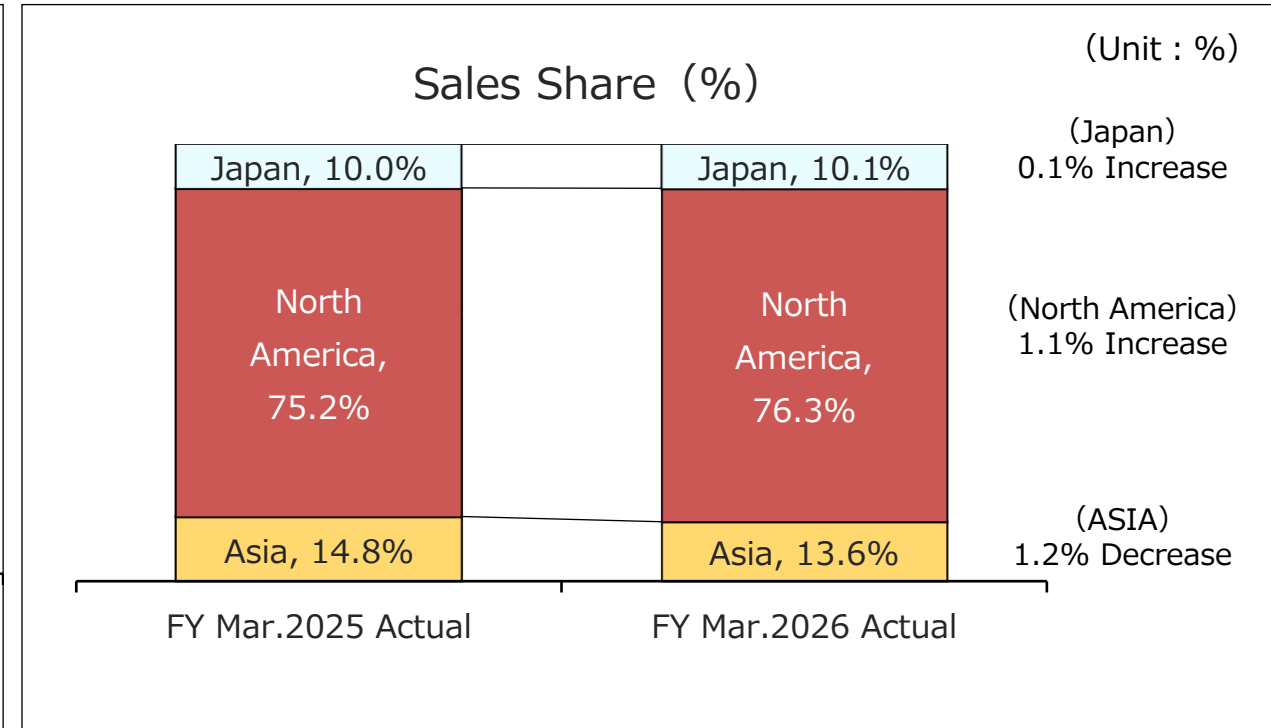
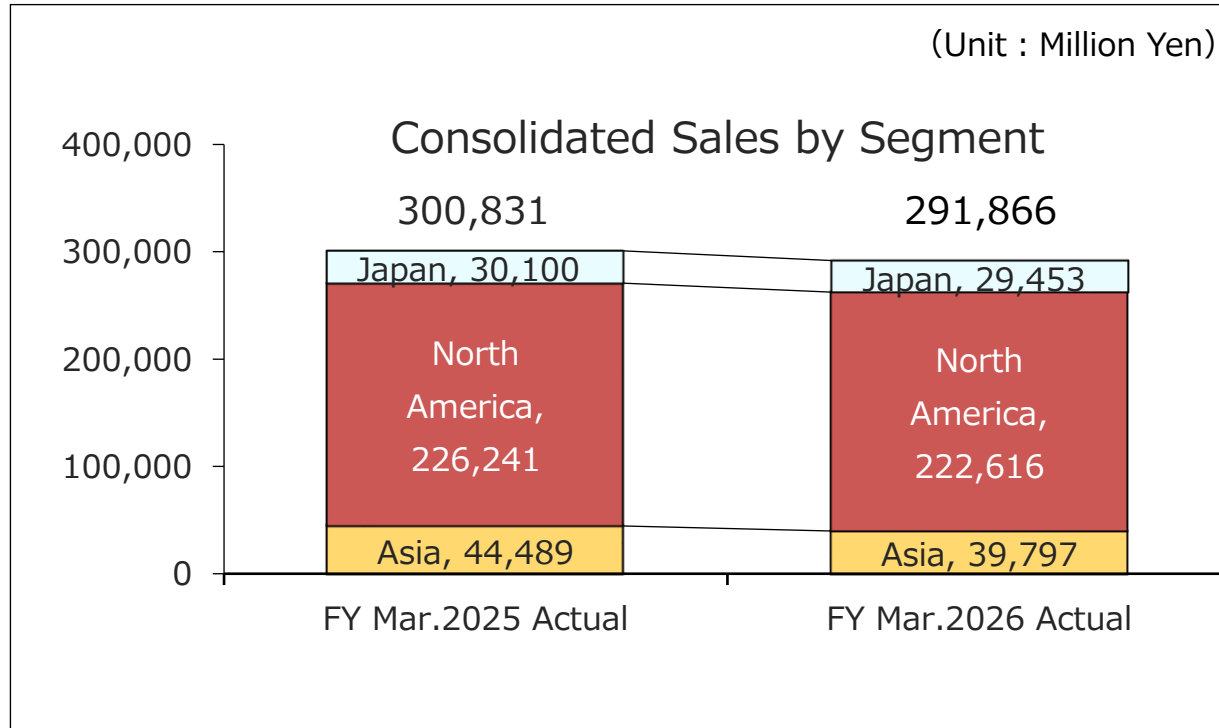
(Unit: Million yen)

	FY Mar.2025 Actual		FY Mar.2026 Actual		Change	
Sales	300,831	100.0%	291,866	100.0%	▲8,965	▲3.0%
Operating profit	5,481	1.8%	8,405	2.9%	2,924	53.3%
Ordinary profit	3,047	1.0%	7,495	2.6%	4,448	146.0%
Net income attributable to parent company shareholders	▲6,925	▲2.3%	4,726	1.6%	11,651	—
Earnings per share(YEN)	▲372.97	—	254.50	—	627.47	—

	FY Mar.2025 Actual	FY Mar.2026 Actual	Change
1 US\$	152.61 Yen	151.10 Yen	▲1.51 Yen
1 CAN\$	109.36 Yen	109.45 Yen	0.09 Yen
1 CNY¥	21.131 Yen	20.876 Yen	▲0.255 Yen

Lower Sales, Higher Profit; Profit Increase Driven by Structural Reforms in China

Consolidated Sales (Year-over-Year)



	FY Mar.2025	FY Mar.2026	Change	Change(%)	FX Impact	Real Change	Change(%)
Japan	30,100	29,453	▲647	▲2.2%	—	▲647	▲2.2%
North America	226,241	222,616	▲3,625	▲1.6%	▲1,703	▲1,922	▲0.8%
Asia	44,489	39,797	▲4,692	▲10.5%	▲232	▲4,460	▲10.0%
Consolidated	300,831	291,866	▲8,965	▲3.0%	▲1,935	▲7,030	▲2.3%

Sales decreased due to semiconductor supply shortages in North America and production cuts in China.

Consolidated Operating Profit by Segment (Year-over-Year)

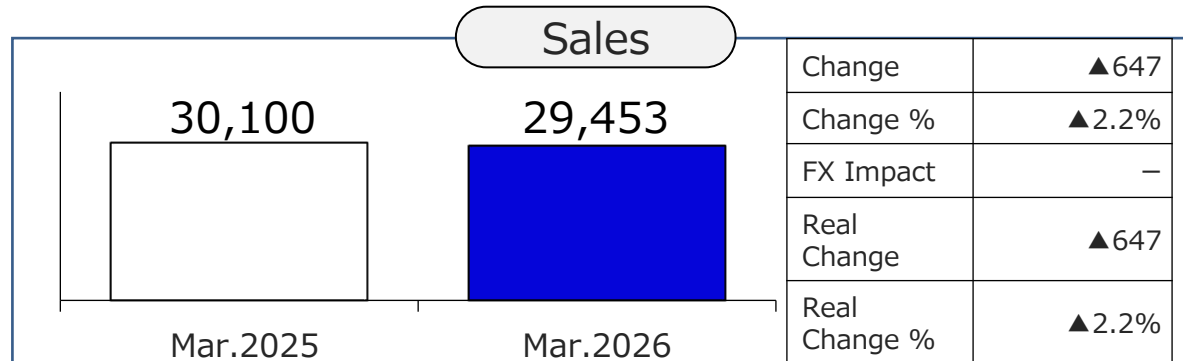
(Unit : Million yen)

	FY Mar.2025	FY Mar.2026	Change		FX Impact	Real Change	
	Actual	Actual	Amount	Change (%)		Amount	Change (%)
Japan	▲1,093	618	1,712	—	—	1,712	—
North America	8,024	5,938	▲2,086	▲26.0%	▲81	▲2,005	▲26.0%
Asia	▲1,609	1,665	3,275	—	0	3,275	—
Total	5,321	8,222	2,901	54.5%	▲81	2,982	54.5%
Adjustment	160	183	22	14.2%	—	22	13.8%
Consolidated	5,481	8,405	2,924	53.3%	▲81	3,005	53.3%

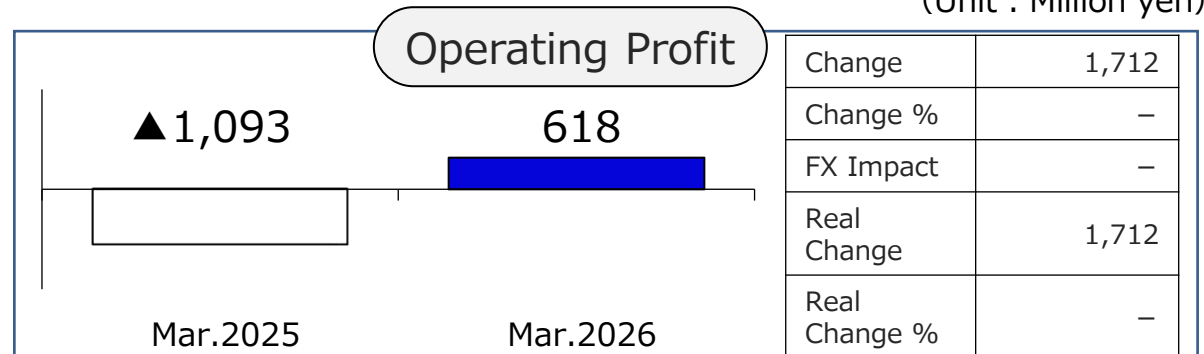
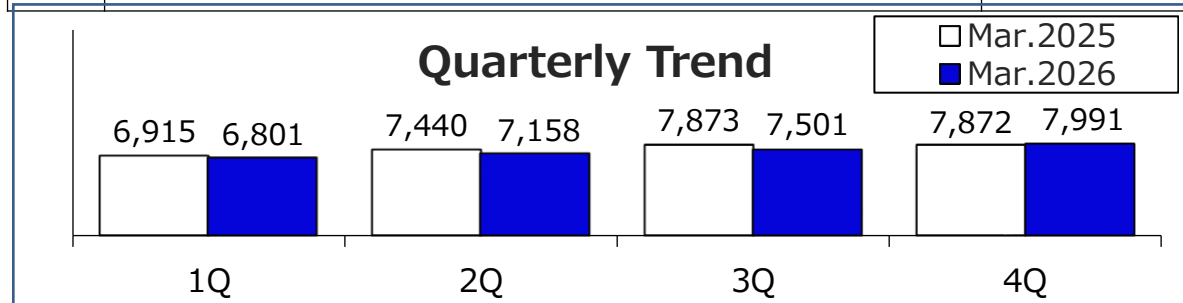
All segments achieved profitability.

Segment Consolidated Operating Performance (Japan)

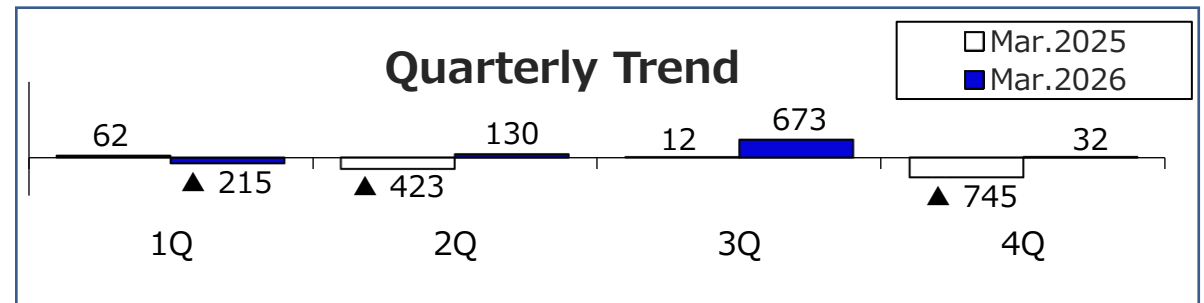
(Unit : Million yen)



Reasons for Change		
1	Decline in product sales	▲2,392
2	Increase in Machinery & Tools sales (sales of die & mold equipment to group companies)	2,007
3	Increase in technology income (royalties, development fees, etc.)	1,095
4	Decline in domestic subsidiary sales	▲502
5	Consolidation adjustments	▲855
Total		▲647

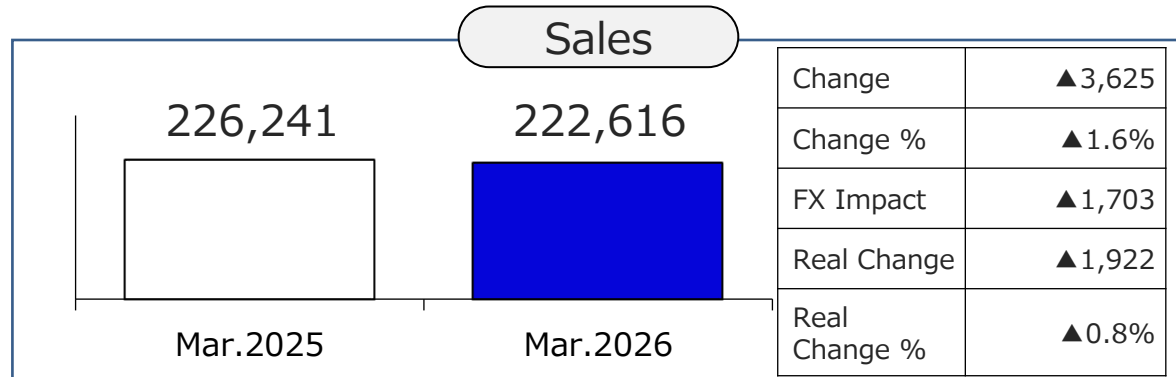


Reasons for Change		
1	Impact of decline in product sales	▲399
2	Impact of increase in Machinery & Tools sales	377
3	Impact of increase in technology income	1,047
4	Impact of decline in domestic subsidiary sales	▲53
5	Decrease in SG&A expenses	740
Total		1,712

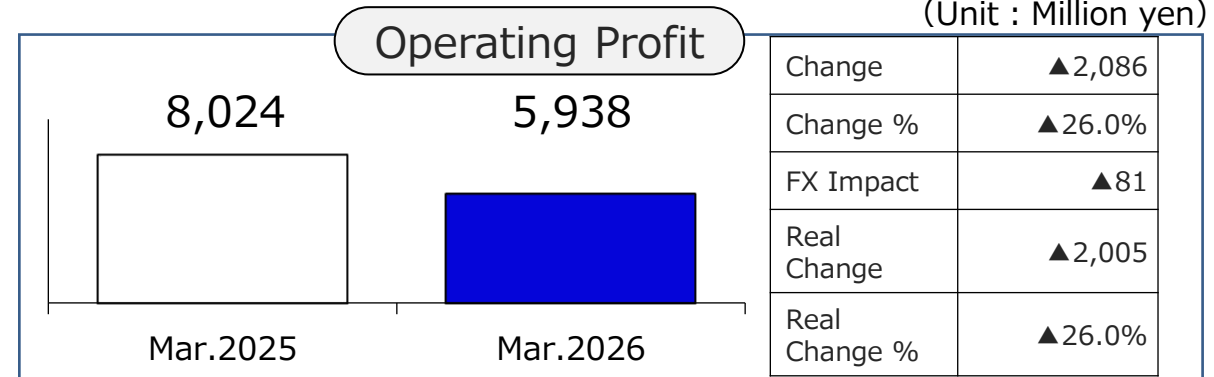
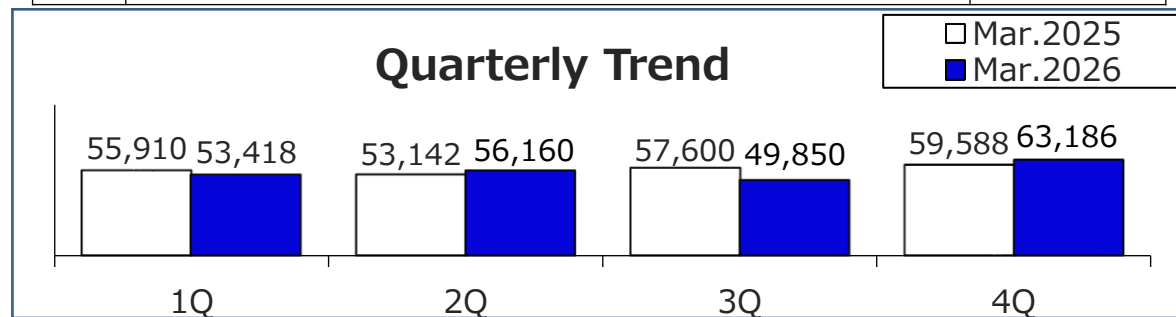


Profit increased despite lower product sales, supported by higher tooling and royalty sales to overseas group companies and reduced SG&A expenses.

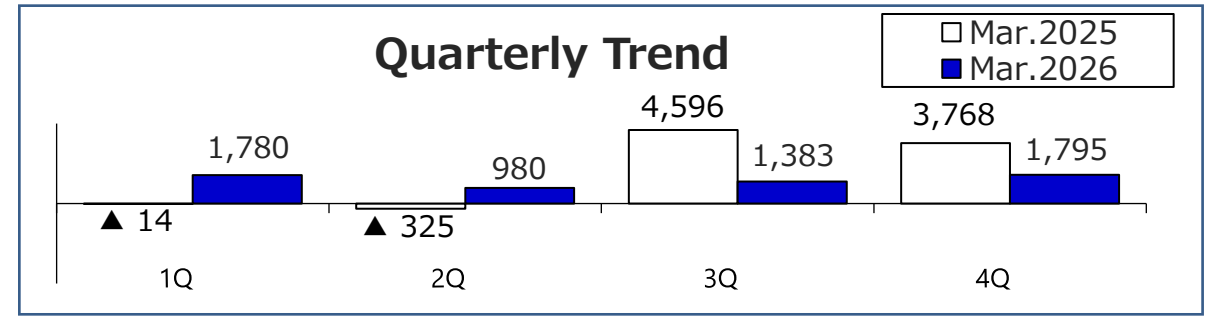
Segment Consolidated Operating Performance (North America)



Reasons for Change		
1	Changes in product sales	▲6,116
2	Changes in Machinery & Tools sales	4,194
3	FX impact (USD/JPY appreciation: 152.61 → 151.10)	▲1,703
Total		▲3,625



Reasons for Change		
1	Impact of changes in product sales	▲3,706
2	Impact of changes in Machinery & Tools sales	1,187
3	Cost reduction	514
4	FX Impact	▲81
Total		▲2,086



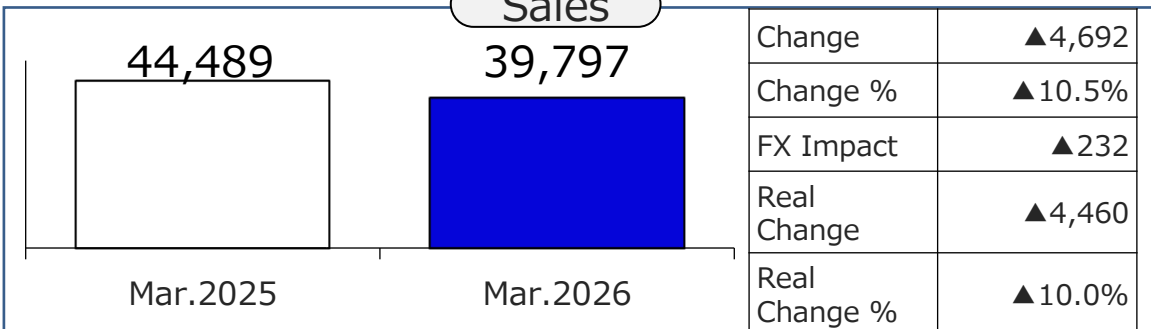
Significant decrease in profit due to production cuts caused by semiconductor shortages

Segment Consolidated Operating Performance (Asia)



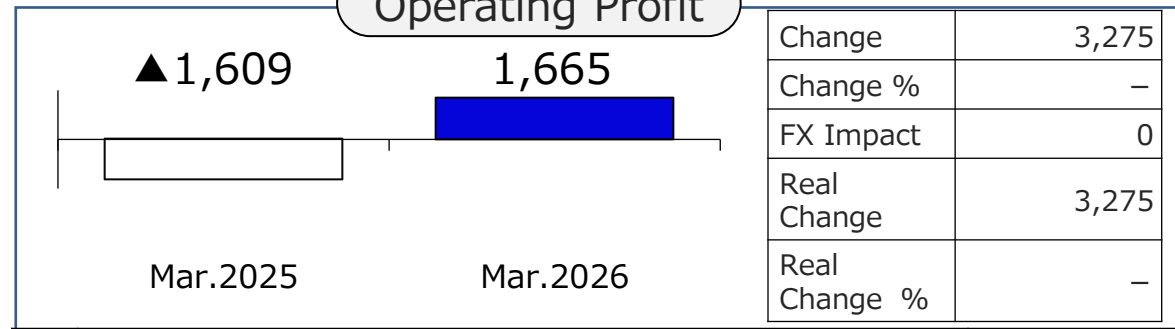
(Unit : Million yen)

Sales



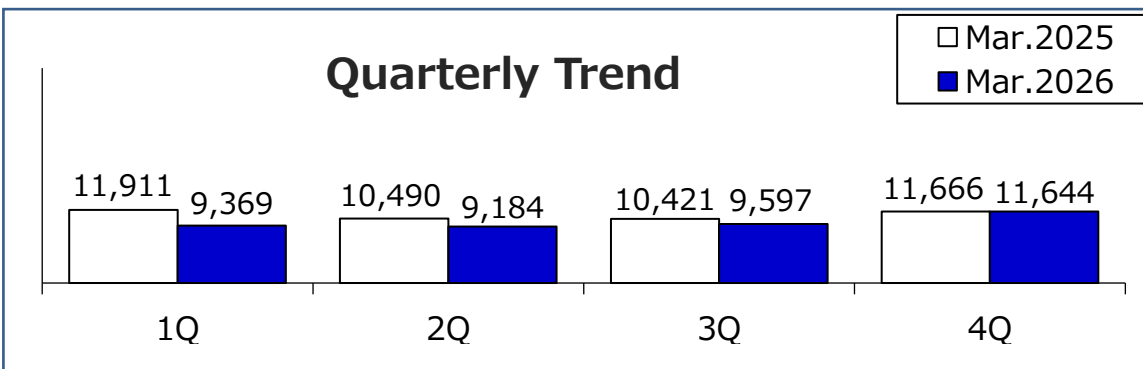
Reasons for Change		
1	Change in China Segment	▲4,238
2	Change in Asia Segment	▲221
3	FX Impact	▲232
Total		▲4,692

Operating Profit

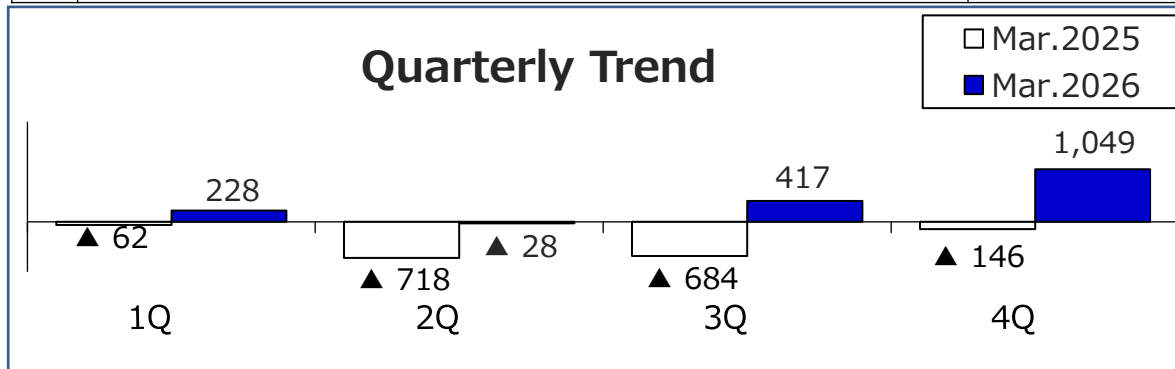


Reasons for Change		
1	Impact of lower product sales in China	▲701
2	Impact of changes in product sales and machinery & tools sales in Asia	943
3	Impact of structural reforms in China	3,033
4	FX Impact	0
Total		3,275

Quarterly Trend



Quarterly Trend



In China, profit increased despite continued decline in production volume, due to the effects of structural reforms implemented in the previous fiscal year. The Asia region also showed improvement.

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Consolidated Sales Forecast (Year-over-Year)

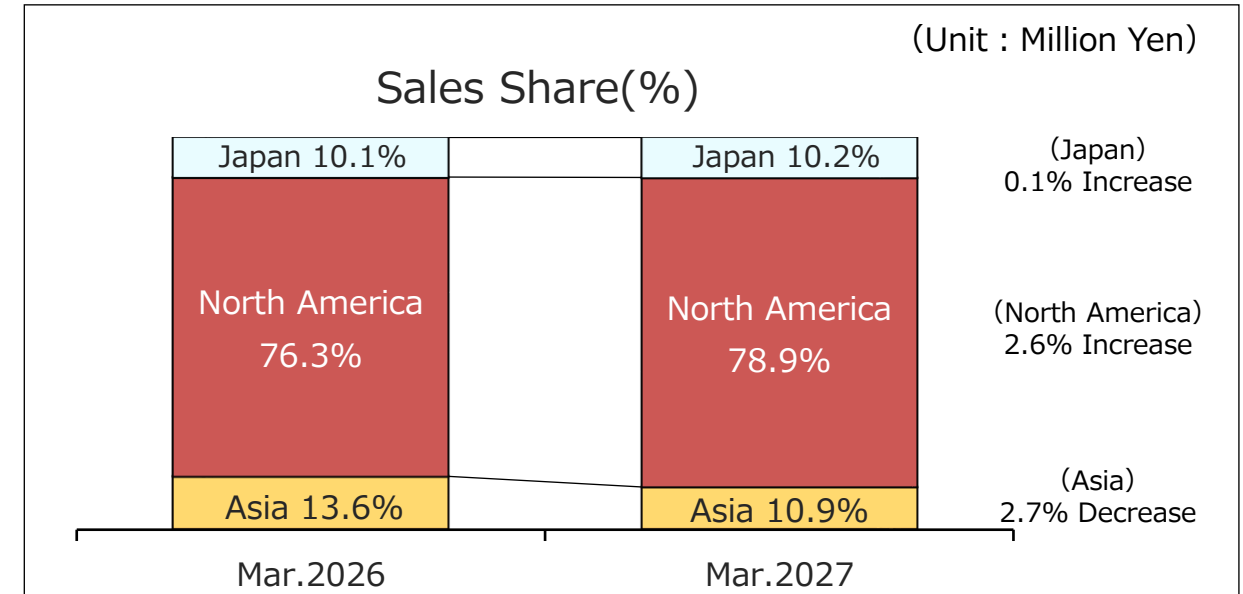
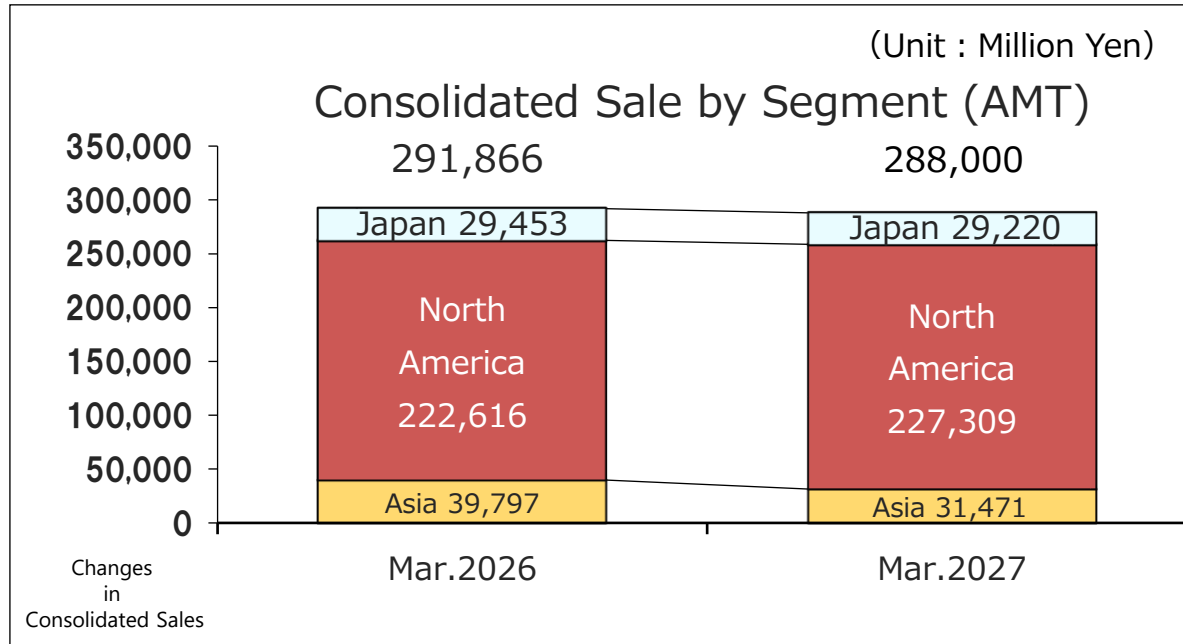
(Unit : Million yen)

	FY Mar.2026 Actual		FY Mar.2027 Forecast		Change	
Sales	291,866	100.0%	288,000	100.0%	▲3,866	▲1.3%
Operating profit	8,405	2.9%	5,500	1.9%	▲2,905	▲34.6%
Ordinary profit	7,495	2.6%	4,100	1.4%	▲3,395	▲45.3%
Net income attributable to parent company shareholders	4,726	1.6%	800	0.3%	▲3,926	▲83.1%
Earnings per share(YEN)	254.50	—	43.07	—	▲211.43	▲83.1%

	FY Mar.2026 Actual	FY Mar.2027 Forecast	Change
1 US\$	151.10 Yen	150.00 Yen	▲1.10 Yen
1 CAN\$	109.45 Yen	110.00 Yen	0.55 Yen
1 CNY¥	20.876 Yen	21.000 Yen	0.124 Yen

The decline in sales and profit was attributable to the suspension of BEV projects by the major customer.

Consolidated Sales Forecast (Compared to 2026 Actual)



	March.2026	March.2027	Change	Change(%)	FX Impact	Real Change	Change(%)
Japan	29,453	29,220	▲233	▲0.8%	—	▲233	▲0.8%
North America	222,616	227,308	4,692	2.1%	▲320	5,012	2.3%
Asia	39,797	31,471	▲8,326	▲20.9%	303	▲8,629	▲21.7%
Consolidated	291,866	288,000	▲3,866	▲1.3%	▲17	▲3,849	▲1.3%

Sales increased in North America, while Asia saw a significant decline.

Consolidated Operating Profit Forecast by Segment (Compared to 2026 Actual)

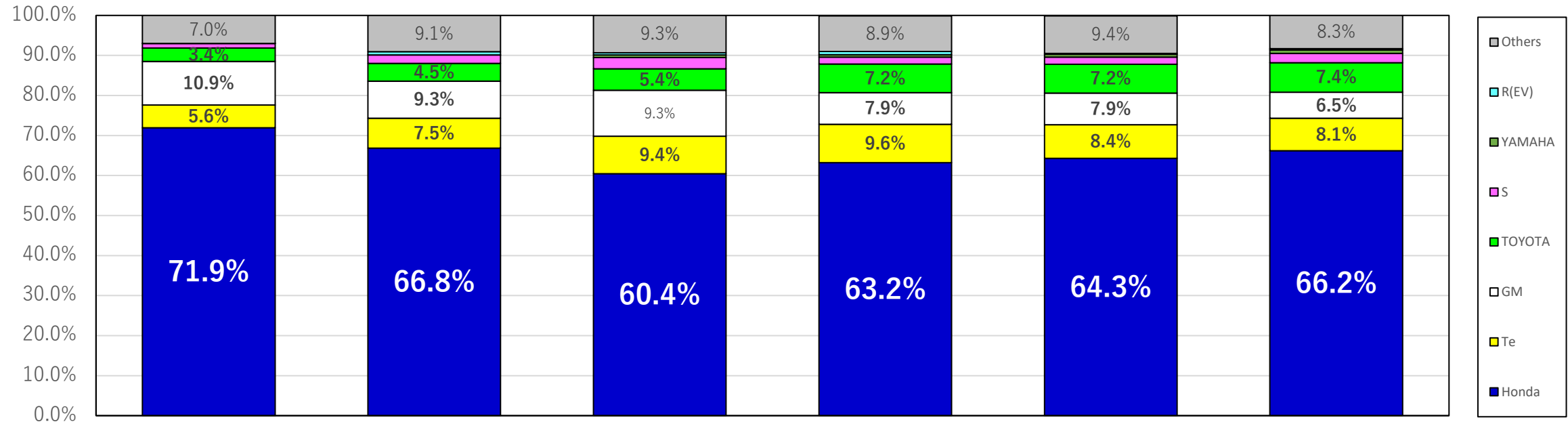
(Unit : Million yen)

	Mar.2026	Mar.2027	Change		FX Impact	Real Change	
	Actual	Forecast	Amount	Change (%)		Amount	Change (%)
Japan	618	509	▲109	▲17.6%	—	▲109	▲17.6%
North America	5,938	4,818	▲1,120	▲18.9%	3	▲1,123	▲18.9%
Asia	1,665	76	▲1,589	▲95.4%	5	▲1,594	▲95.4%
Total	8,222	5,404	▲2,818	▲34.3%	8	▲2,826	▲34.3%
Adjustment	183	97	▲86	▲47.0%	—	▲86	▲47.0%
Consolidated	8,405	5,500	▲2,904	▲34.6%	8	▲2,913	▲34.6%

North America recorded lower profit due to BEV production cuts, while Asia declined due to production cuts by major customers.

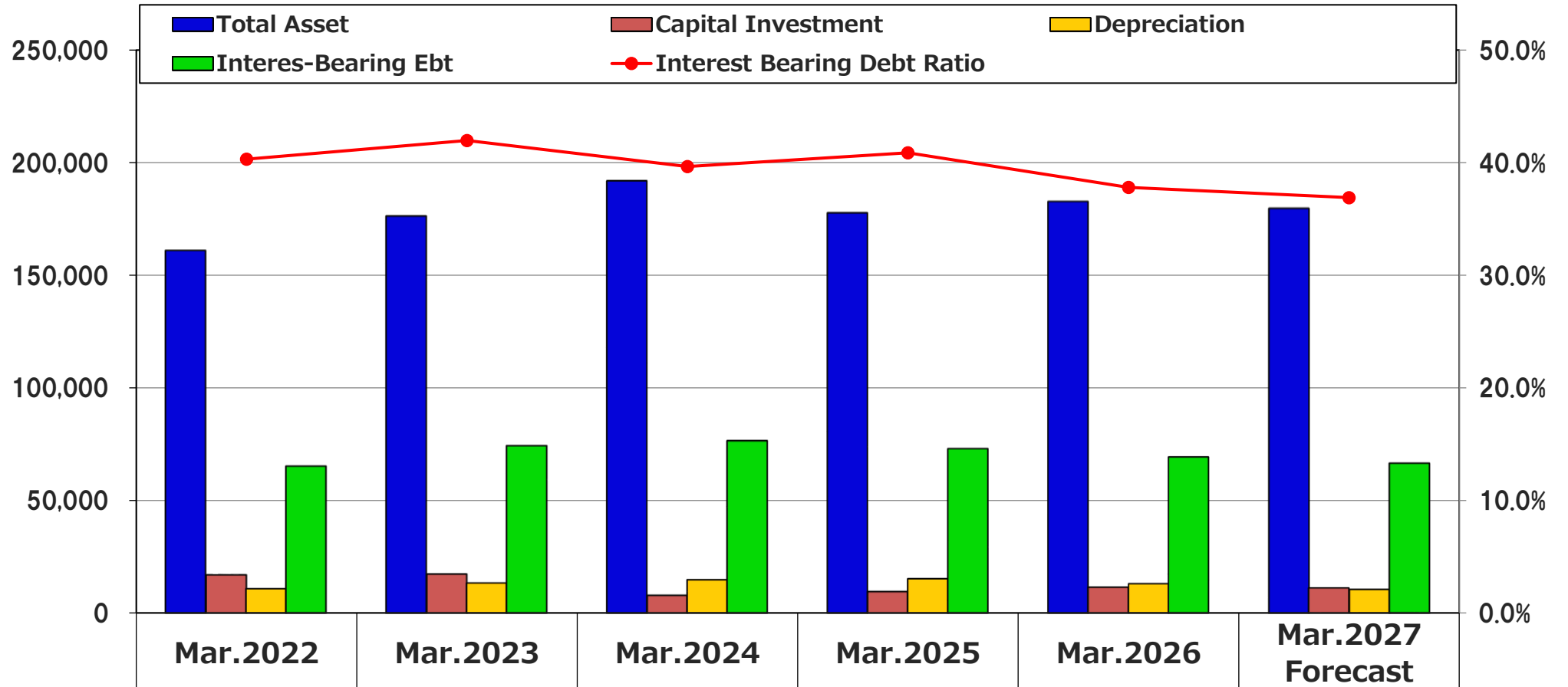
Sales Changes by Customer

(Unit : Million yen)



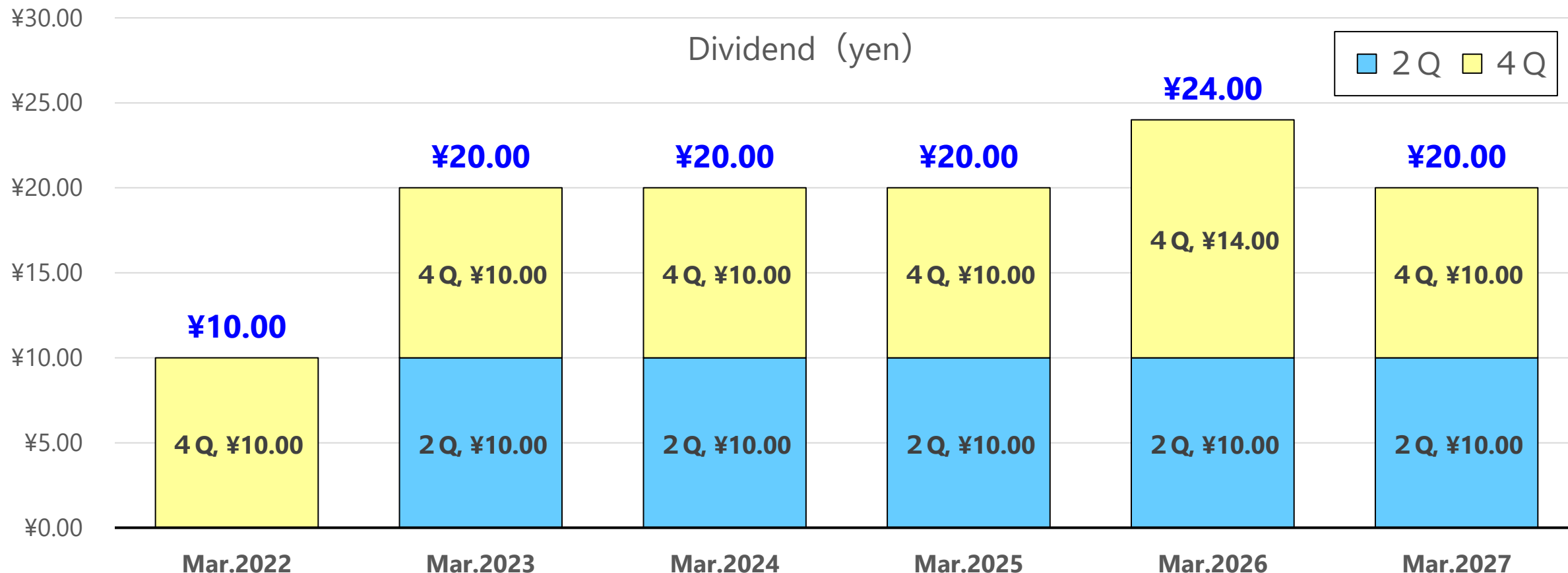
	March.2022	March.2023	March.2024	March.2025	March.2026	March.2027 Forecast
Honda	128,269	157,846	182,244	190,166	187,720	190,581
Te	14,317	24,549	28,590	28,778	24,473	23,421
GM	17,791	29,900	29,954	24,280	22,935	18,722
TOYOTA	8,563	14,033	21,440	21,531	20,994	21,410
S	4,002	7,369	8,097	4,956	5,373	6,586
YAMAHA	18	1,607	1,768	1,972	2,163	2,591
R(EV)	1,526	1,500	808	2,523	669	878
Others	17,406	24,351	25,860	26,626	27,540	23,811
	191,892	261,156	298,759	300,832	291,866	288,000

Financial Position



	Mar.2022	Mar.2023	Mar.2024	Mar.2025	Mar.2026	Mar.2027 Forecast
Total Asset	160,931	176,137	191,772	177,555	182,636	179,502
Capital Investment	16,651	16,907	7,629	9,329	11,306	10,917
Depreciation	10,581	13,112	14,559	14,920	12,789	10,286
Interes-Bearing Ebt	64,867	73,925	76,064	72,592	68,954	66,229
Interest Bearing Debt Ratio	40.3%	42.0%	39.7%	40.9%	37.8%	36.9%

Status of Dividend



Dividend Policy

F.tech's basic policy on profit distribution is to return profits to shareholders in line with business performance. We place significant emphasis on shareholder returns while strengthening our financial position, and aim to provide returns from a long-term perspective, taking into account earnings performance and future business development.

Based on this policy, and in light of the upward revision to our full-year earnings forecast for the fiscal year ending March 2026, we have revised the year-end dividend per share upward by JPY 4 to JPY 14.

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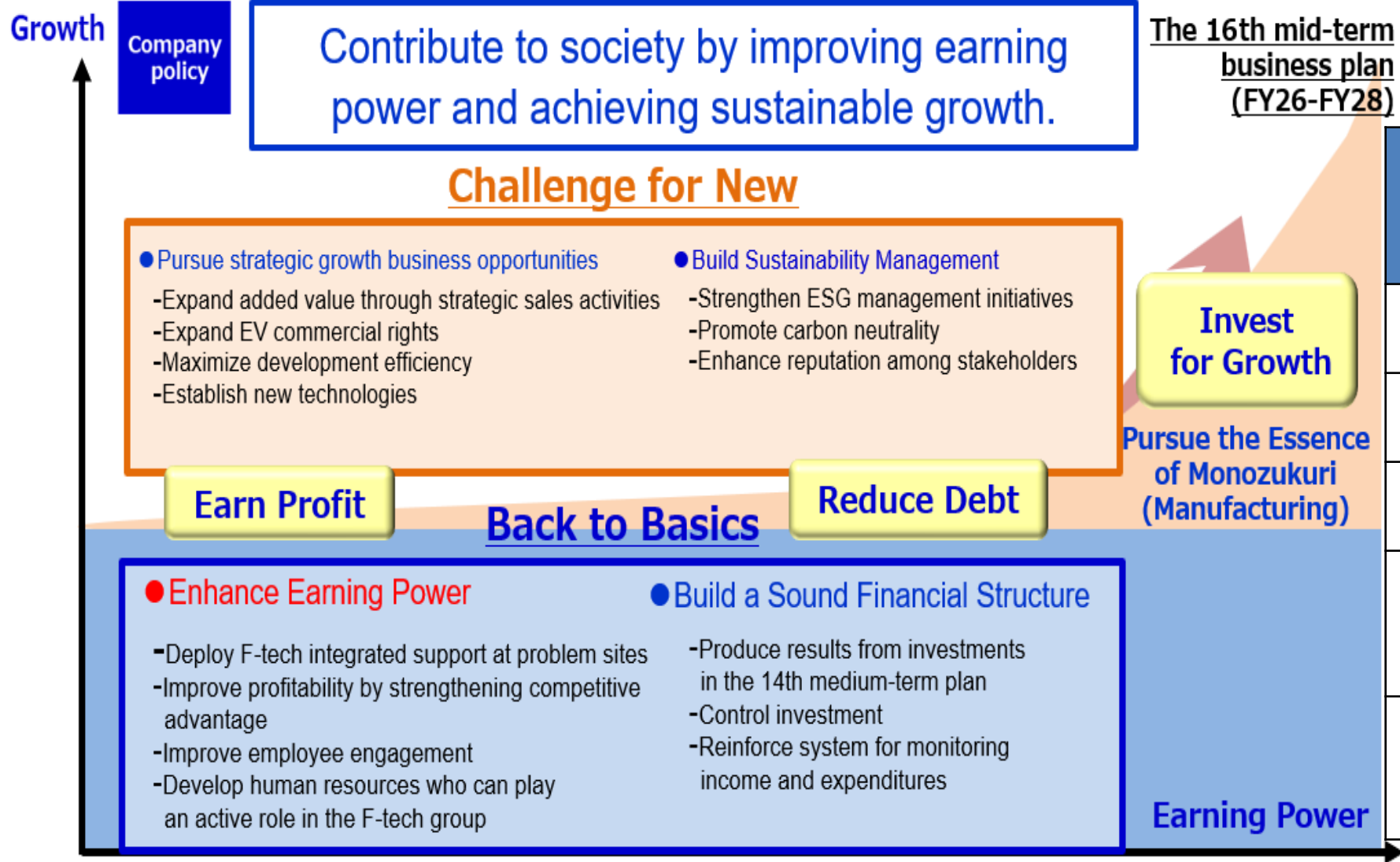
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The 15th Mid-Term business plan(2023/4-2026/3) ~Overview/KPIs~



KPIs for the 15th Mid-term Plan

Key Figures (billions of yen)	FY 2023/3	FY 2024/3	FY 2025/3
Sales	2,870	2,980	3,000
Operating profit	56	70	80
Operating profit ratio	2.0%	2.3%	2.7%
Net Debt / EBITDA	3.6x or less	3.2x or less	3.1x or less
EPS	80 yen or more	100 yen or more	175 yen or more

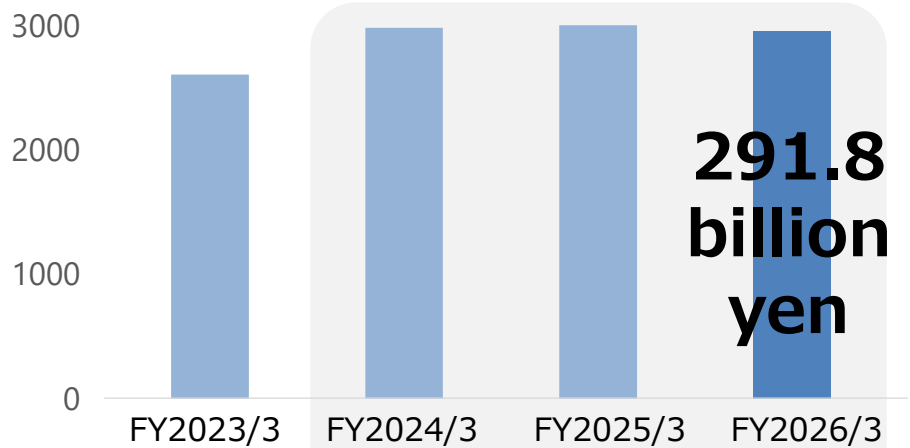
Progress of the 15th Medium-Term Business Plan (2023/4-2026/3)

- Achieve the targets of the 15th Medium-Term Business Plan through structural and operational reforms and various improvement initiatives in line with the production volumes of major customers.

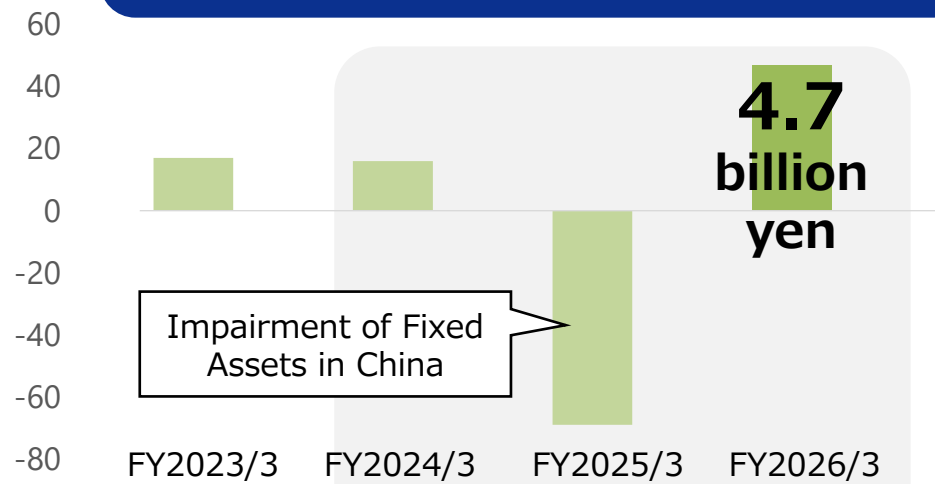
	FY ended Mar. 2023		FY ended Mar. 2026	
	Actual Results		Final-Year Target	Actual Results
Sales	261.1 billion yen		300 billion yen	291.8 billion yen
Operating profit	2 billion yen		8 billion yen	8.4 billion yen
Operating profit ratio	0.7%		2.7%	2.9%
Net Debt / EBITDA			3.1x or less	2.37x
EPS	93 yen		175 yen or more	254.50 yen



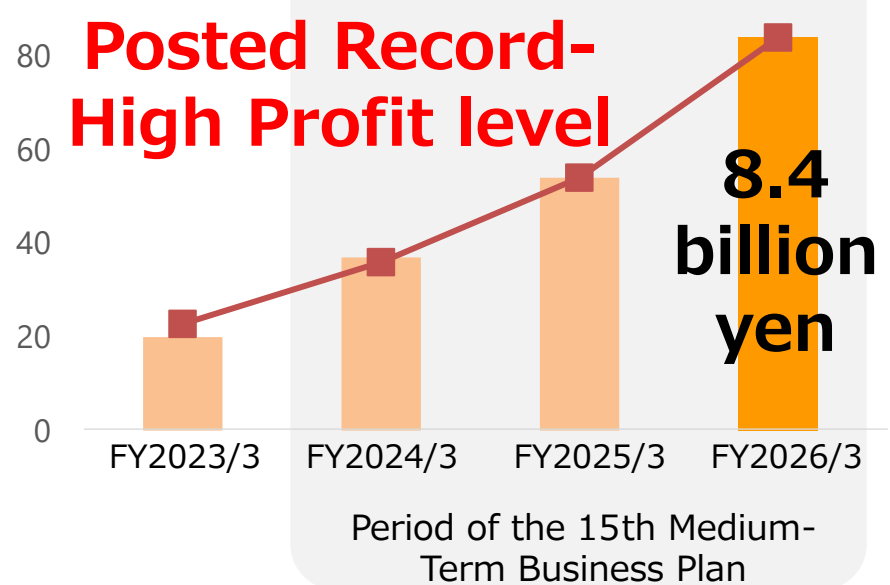
Net Sales (JPY 100 million)



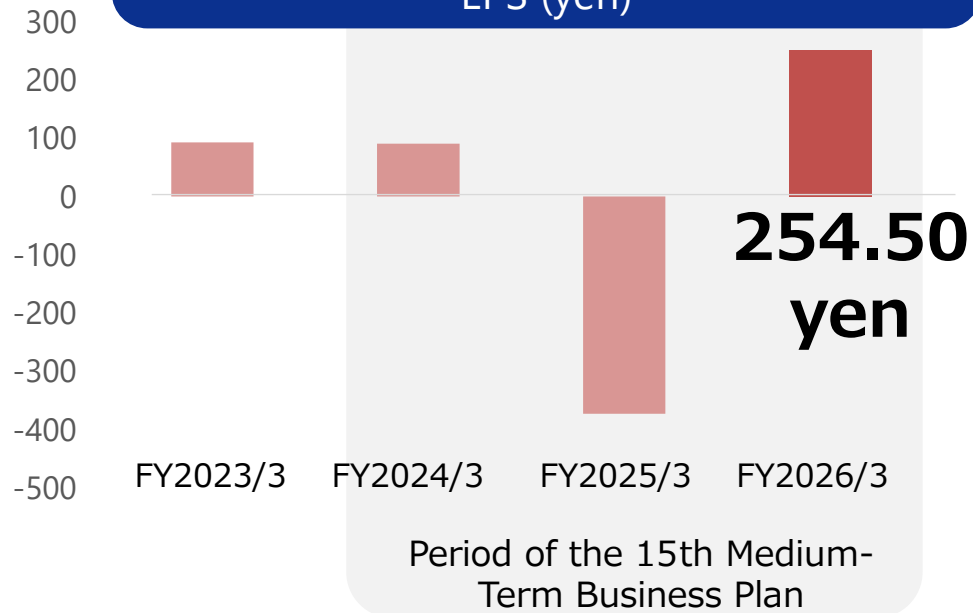
Profit Attributable to Owners of Parent (JPY 100 million)



Operating Profit (JPY 100 million) / Operating Profit Ratio



EPS (yen)



Main Activities

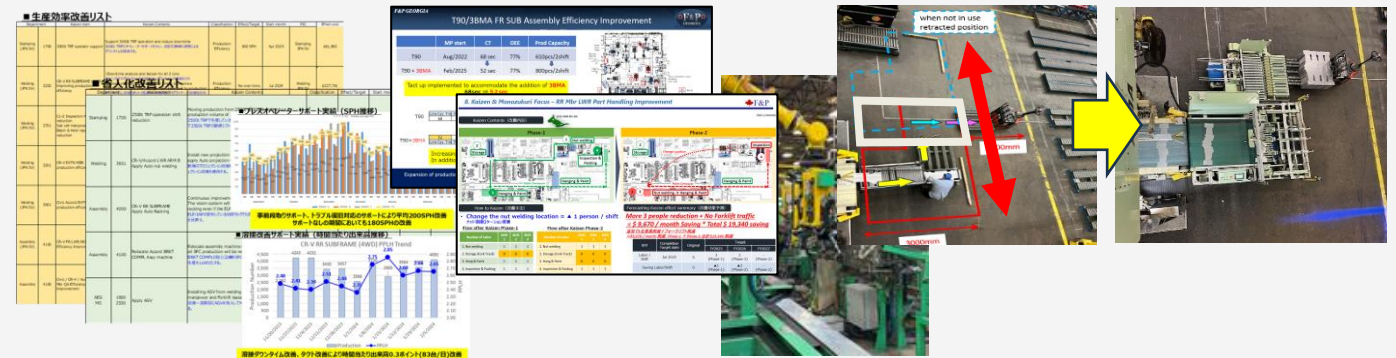
Actual Results

Enhance Earning Power

- Organize and run councils to address issues
- Enhance the strengths of our own locations/departments, and provide improvement support across various areas at locations facing challenges (press, welding, painting, assembly)
- Cross-border personnel exchanges between locations

- Dispatched expert personnel to other Group sites to provide improvement support**
(About 100 personnel dispatched over three years; average annual improvements of ¥500 million)
- Achieved the full-year operating profit target (Actual: ¥8.4 billion)**
- Contributed to talent exchange across sites**

※FY2025 FX rate: ¥151.1/USD



- Create a fulfilling work environment
- Human Capital Enhancement
 - Launch a working team aimed at promoting women's empowerment and improving employee well-being
 - Expand the number of departments adopting the flextime system

- Established the Human Capital Development Section**
- Established the talent development vision and policy**
- Implemented various initiatives led by the working team**
(Improved workplace environment, internal systems, and held seminars by internal and external executives)
- Introduced a flextime system for the production division**

Improving Financial Health

Main initiatives

- Return on Investment in the 14th-Mid Plan (Invested by US\$100Mil to Mexico Plant in FY2022th)

※FX Rate
2022 FY : 1US\$=¥136
2025 FY : 1US\$=¥151.1

- Restraint on investment

- Strengthening the Financial Monitoring System

Achievements

Revenue from the Mexico Plant in FY2025

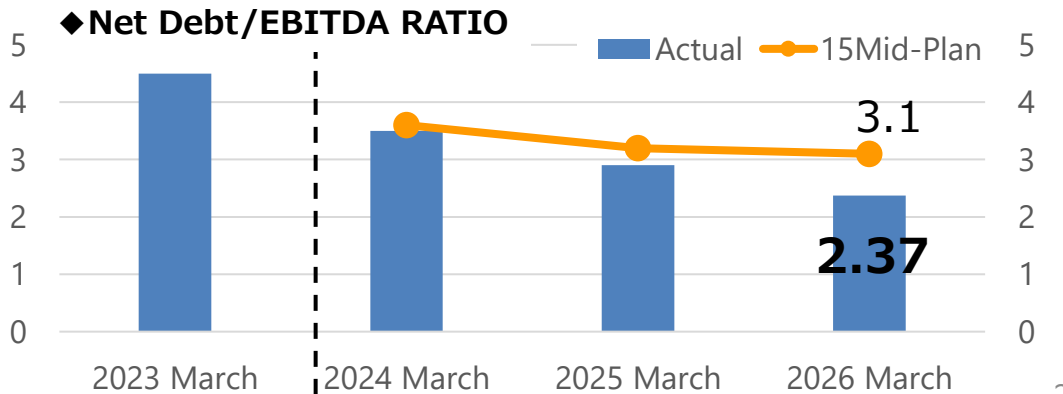
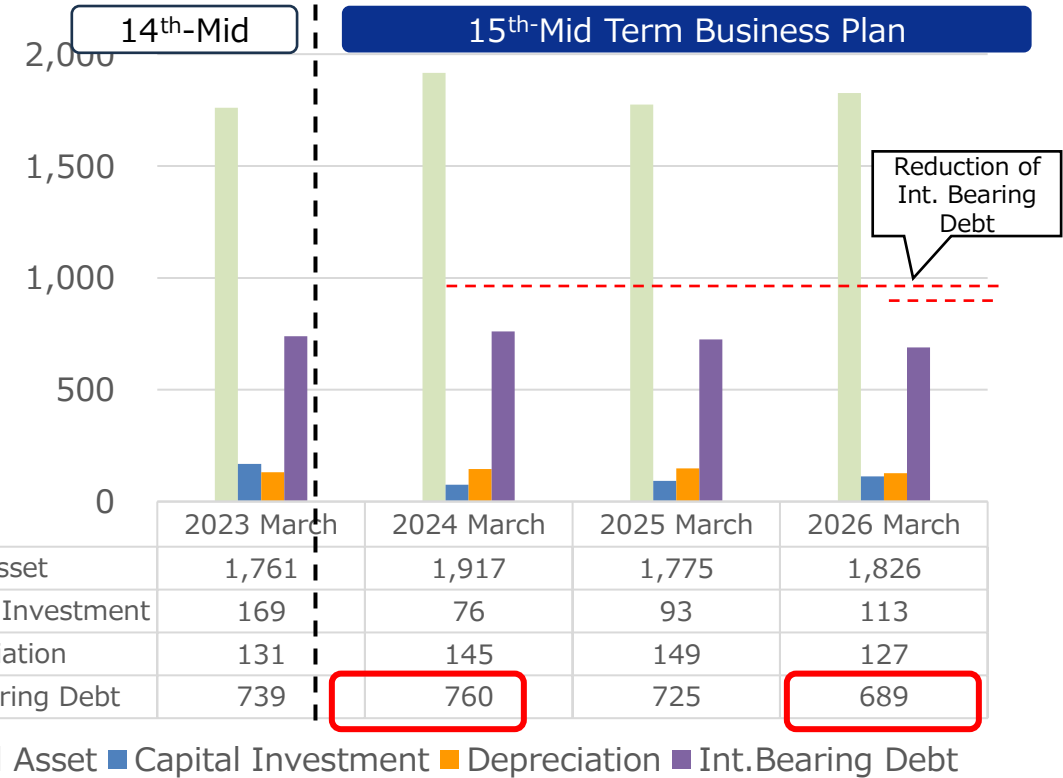
Compared to FY2022

- Revenue increased by 14 billion yen
- Operating profit up by 3 billion yen

Investment amount will be kept within the Group's total depreciation expenses (7.6 to 11.3 billion yen/ear)

- Operating Profit Target Achieved (8.4 billion yen)
- Net Debt/EBITDA Target achieved (2.37times)

*Net Debt/EBITDA Ratio= (Interest-bearing debt - Cash)÷ (Operating income + Depreciation and amortization)



Pursuing strategic growth opportunities

Main initiatives

- Meeting Customer Needs
- Sales efforts targeting local automakers

- ### Challenging New Fields
- Development of a **Trailer House** Equipped with **Repurposed Batteries**

- Improving Development Efficiency Through Global R&D Collaboration

- Development and Implementation of F-Tech's Original Non-Destructive Inspection Equipment for Welded Joints

Achievements

- Establishment of a New Sales Office in Anjo City, Aichi Prefecture (Aiming to Strengthen Sales Operations in the Tokai and Kansai Regions and Expand Order Volume)
- We secured orders for two models from a new Chinese manufacturer, as well as orders from other domestic and international sources.

- Development has begun following certification under Saitama Prefecture's "Circular Design Leading Model Development Support Grant"
- **Prototype completed in February 2026**



Successfully secured early entry into the development sector for three Japanese automakers (three companies, three models)



U.S. Operations Automation of Non-Destructive Testing



Kuki Office Non-destructive testing equipment currently undergoing trial operation

Orders for new models are expected to contribute to an increase in sales of approximately **32 billion yen**



JAPAN

22models

11models



**North
AMERICA**

7models

15models



ASIA

16models

21models

* New Orders in the RED
Start of Production in the BLUE

Main initiatives

Achievements

Building a Sustainable Business Model

- Establish the Sustainability Promotion Department
- Establish the Sustainability Committee
- Identifying Materialities
- Development of a Sustainability Roadmap
- Publication of the Integrated Report

Sustainability Roadmap

Identifying Materialities

Integrated Report

- Third-party evaluation

EcoVadis

BRONZE | Top 35%

ecovadis Sustainability Rating APR 2026

For the second consecutive year, following 2025 **Bronze Medal** (Ranked in the top 35% of approximately 150,000 companies worldwide)

CDP Climate Change

CDP Discloser 2025

For the third consecutive year, following 2023 **Grade B**

Saitama Prefecture Registration as an "SDGs Partner"

埼玉県 SDGsパートナー

- Promoting Carbon Neutrality

- Installation of Solar Panels at Factories in Kameyama City, Mie Prefecture; China; and Thailand
- Implementation of Energy Visualization in Manufacturing Processes

Promoting Carbon Neutrality

For A SUSTAINABLE FUTURE

~A Challenge for the Future: Kameyama Plant Solar Power Project~

Contributions To the Environment















Generation of
1.12 million kWh
of clean electricity per year

CO2 reduction equivalent to
13,000 cedar trees



“Visualization Monitor”
(Currently installed at the Kameyama Plant)

Installation of Solar Panels at the Kameyama Plant

 <p>Certificate of Appreciation for Excellent Quality (Japan) From Nissan Motor Co., Ltd. Awarded to F-Tech (Japan Region)</p>	 <p>GM Supplier of the Year Award From General Motors Awarded to F-TECH (Global)</p>
 <p>Quality and Delivery Excellence Award From Honda Development and Manufacturing of America Awarded to F&P MEXICO (Mexico facility)</p>	 <p>Quality Award From General Motors Awarded to F&P MEXICO (Mexico)</p>
 <p>Quality and Delivery Excellence Award, Service Parts Category Award From Honda Development and Manufacturing of America Awarded to F&P (Canada)</p>	 <p>Service Parts Platinum Award From General Motors Awarded to F&P (Canada)</p>
 <p>TOYOTA Excellent Quality Performance Award From Toyota Motor North America Awarded to F&P (Canada)</p>	 <p>Excellent Delivery Performance Award From Toyota Motor Philippines Awarded to F-TECH PHILIPPINES (PHILIPPINES)</p>
 <p>Monthly Outstanding Quality Partner Award From Guangzhou Automobile Awarded to F.tech Zhongshan Inc. (China)</p>	 <p>Best Safety Slogan Award From Toyota Suppliers Club Awarded to F-TECH PHILIPPINES (PHILIPPINES)</p>
 <p>Overall Performance Award From Denso Haryana Awarded to INDIA STEEL SUMMIT (India)</p>	 <p>ZERO PPM Award From Ford Motor Company Awarded to F-TECH THAILAND (THAILAND)</p>
 <p>Best Supplier for QCD From TOYOTA BOSHOKU AUTOMOTIVE INDIA Awarded to INDIA STEEL SUMMIT (India)</p>	 <p>Excellence Quality with Zero Defect From Mitsubishi Motors Thailand Awarded to F-TECH THAILAND (THAILAND)</p>

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Company
policy

Building Agility for Sustainable Corporate Growth

Goals

Operating Profit

Net income

※Net income attributable to owners of the parent

ROE

Back to Basics

Challenge for New

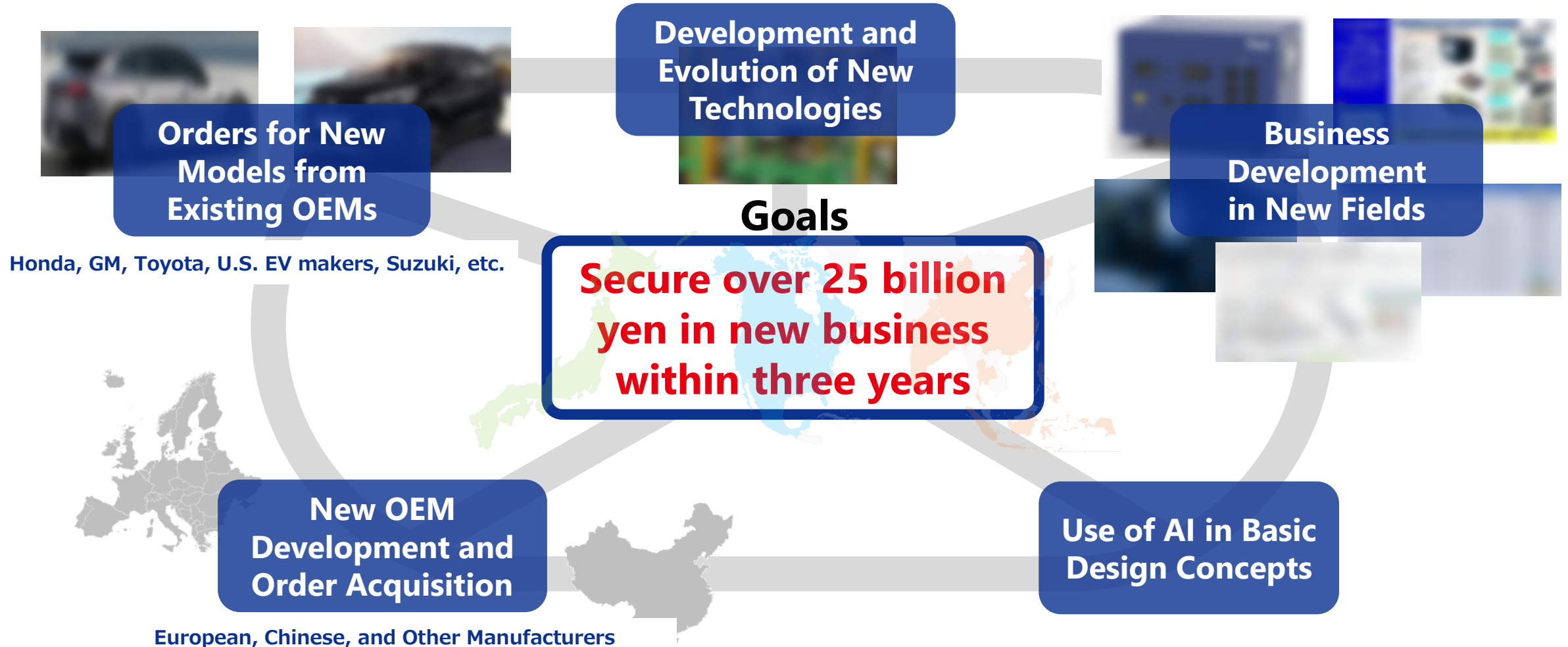
Strengthen financial health by improving earnings power

1. Pursue the essence of Monozukuri (Manufacturing)
2. Generate maximum returns with minimal investment
3. Reinforce governance
4. Establish human capital management

Building a Foundation for Sustainable Growth

1. Reinforce sales and development capabilities to expand sales
2. Utilize new technologies and explore new fields
3. Expand business in India
4. Realize Carbon Neutrality

- Strengthen sales and development capabilities
Use new technologies and explore new business fields
Pursue all-around business opportunities beyond existing business boundaries



Development and Expansion of New Technologies ~F-Tech Original Non-Destructive Testing Machine for Welded Joints~

- Develop in-house non-destructive testing machines for product welds
Refine this technology and expand its implementation within the group

Basic Research

Prototype Introduction

Fully Automated System

Group-wide Rollout

In-house developed non-destructive testing machine



Non-destructive testing machine



Lot	QRCode12345	Type	Scheduled
Inspector	Mr.Takagi	Shift	Normal
Product	RUCA-L	Temp	75.2 °F
Program is running		PAUSE	
Tool	B	TargetBead	2

In-house scoring software

OK

NG

Non-destructive testing operations at our U.S. site



Automation of non-destructive testing using robots at our U.S. site



Already implemented in production for U.S.-based automakers

Currently conducting a trial run of non-destructive testing machine at the Kuki factory in Japan



Currently under trial operation in production for Japanese automakers

Well-being Mid-to-Long-Term Roadmap



	Foundation Building	System Establishment	Cultural Cultivation	Establishment and Expansion	Results and Integration
Fiscal Year	2025-2026	2027	2028	2029	2030
Details	Current Status Survey ▶ Issue Identification ▶ Policy Planning/Implementation •Employee survey (satisfaction/challenges/needs) •Inter-company exchanges/information gathering	Flexible Work system Health Support System Career Support	Psychological Safety Dialogue Culture Social Events	Well-being Culture Entrenchment Community Engagement Activities	Being Happy! Realization
Initiatives	Internal Sharing of Well-being Definition ▶ Internal Integration of Philosophy ▶ Experiencing the Values of Philosophy				
Initiatives	Promoting Women's Advancement Skill Enhancement/Career Development Training Proper Evaluation System Operation Optimization of Workload Work Environment Improvement Communication Enhancement				
Target	Strengthening the Domestic Base ▶ Domestic Expansion / Modeling ▶ Global Expansion Begins ▶ Expansion of Overseas sites				

We define well-being as the state where the F-TECH Philosophy Embed throughout the company, and embodying and experiencing its values defines our concept of well-being.

*Well-being refers to a state where individual rights and self-actualization are guaranteed, and one is in a favorable physical, mental, and social condition.

(Source: Ministry of Health, Labour and Welfare "Summary of the Employment Policy Research Group Report")

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.

「エフテック」で検索

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

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:

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@fttech.co.jp



Appendix

Appendix Consolidated Balance Sheet (FY2026 Year-End Actual)



Fiscal Year Ending March, 2024 Financial Results

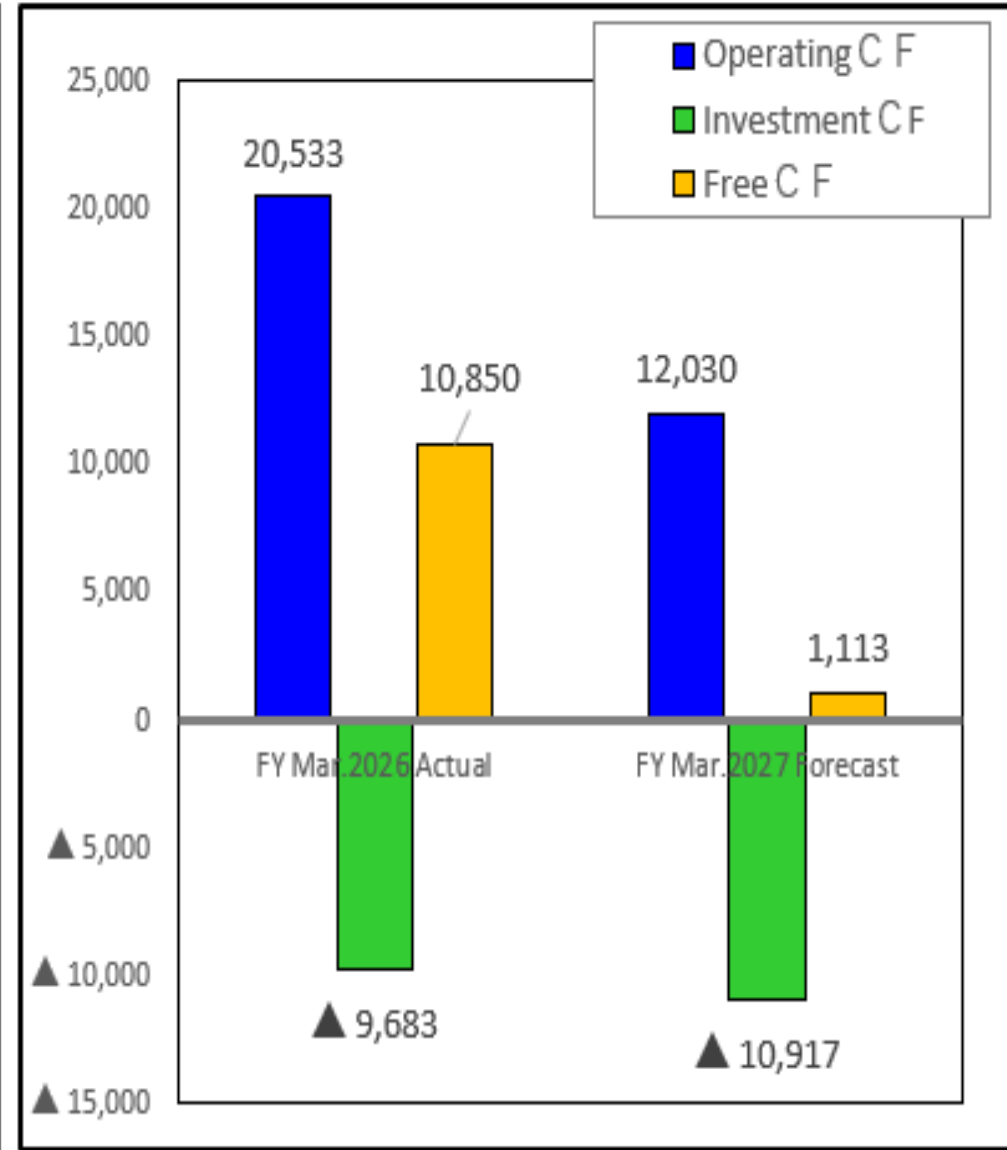
	FY Mar.2026 Actual	FY Mar.2027 Forecast	Changes
Cash and Deposits	18,726	15,000	▲ 3,726
Notes and AR	34,825	38,008	3,183
Inventories	27,523	27,153	▲ 370
Others	3,020	3,020	0
Current Assets	84,094	83,181	▲ 913
(Property, plant and equipment)	81,465	79,243	▲ 2,222
Intangible assets	681	681	0
Investment and others	16,396	16,396	0
Non-current Assets	98,542	96,321	▲ 2,221
Total Assets	182,636	179,502	▲ 3,135

NETDEBT	50,229	51,229	1,001
EBITDA	21,196	15,786	▲ 5,410
NETDEBT/EBITDA	2.37	3.25	0.88

	FY Mar.2026 Actual	FY Mar.2027 Forecast	Changes
Notes and AP	25,443	27,447	2,004
short-term loans	28,656	31,054	2,398
Current portion of Long-term loan	12,242	9,857	▲ 2,385
Others	13,804	13,710	▲ 94
Current Liabilities	80,145	82,068	1,923
Long-term loan	22,861	20,280	▲ 2,581
Others	7,943	7,785	▲ 158
Non-current Liabilities	30,803	28,064	▲ 2,739
Total Liabilities	110,948	110,132	▲ 816
Total Shareholders' Equity	39,483	40,283	800
Accumulated Other Comprehensive Income	18,645	15,633	▲ 3,011
Non-controlling Interests	13,560	13,453	▲ 107
Total Net Assets	71,688	69,369	▲ 2,318
Total Liabilities and Net Assets	182,636	179,502	▲ 3,134

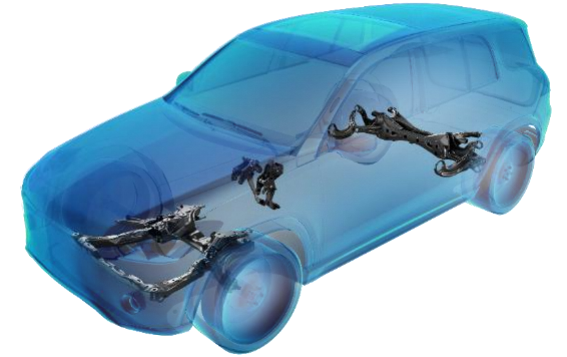
Appendix Consolidated Cash Flow Statement (FY2026 Year-End Actual)

	FY Mar.2026 Actual	FY Mar.2027 Forecast	Change
営業活動キャッシュフロー Cash flow fm operating activities	20,533	12,030	▲ 8,503
投資活動キャッシュフロー Cash flow fm investment activities	▲ 9,683	▲ 10,917	▲ 1,234
財務活動キャッシュフロー Cash flow fm financial activities	▲ 6,943	▲ 4,083	2,860
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	457	▲ 651	▲ 1,108
現金及び現金同等物の増減額 Net change of cash & cash equivalent	4,363	▲ 3,620	▲ 7,983
現金及び現金同等物の期首残高 Beginning balance of cash&cash equivalent	14,256	18,620	4,365
現金及び現金同等物の期末残高 Ending balance of cash&cash equivalent	18,620	15,000	▲ 3,620

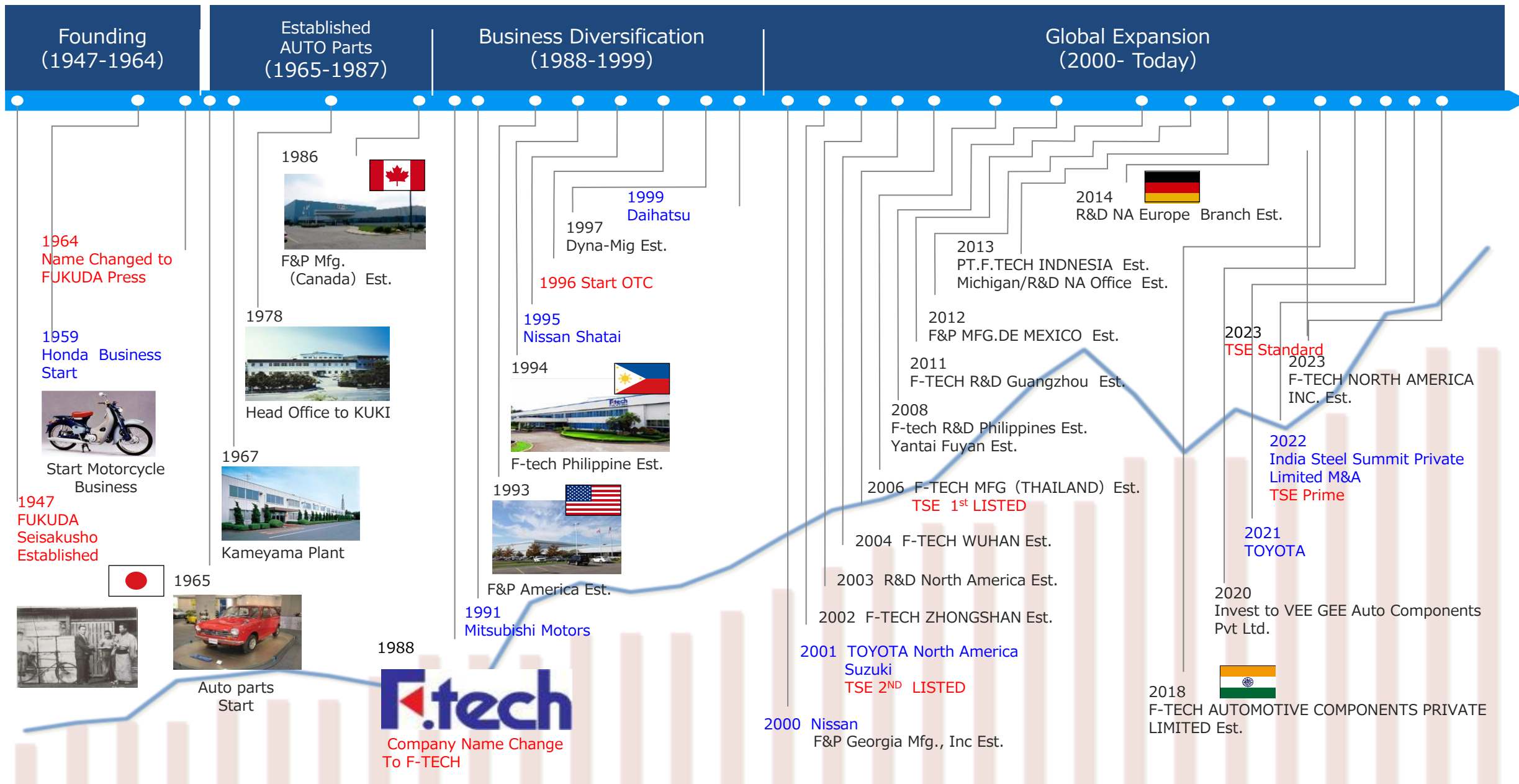


Appendix ~ Corporate Overview ~

Company Name	F-TECH INC.
Listing	Tokyo Stock Exchange, Standard Market (7212)
Capital	6.79 Billion Yen
President & CEO	Yuichi Fukuda
SALES (Consolidated)	291.8 Billion Yen (Mar. 2026)
Number of Employees (Consolidated)	8,961 (* 971) * Non-consolidated : only F-tech (not included subsidiaries , expats)
Established	July 1,1947
Address	19 Showanuma, Shobucho, Kuki, Saitama, 346-0194 Japan
Main Customers	HONDA, GM, TOYOTA, NISSAN, etc.
Main Products	Suspension, Sub-frame, Axle beam, Pedal Control Parts for automobiles, etc. As of Mar. 2026



Appendix ~ F-TECH's History ~



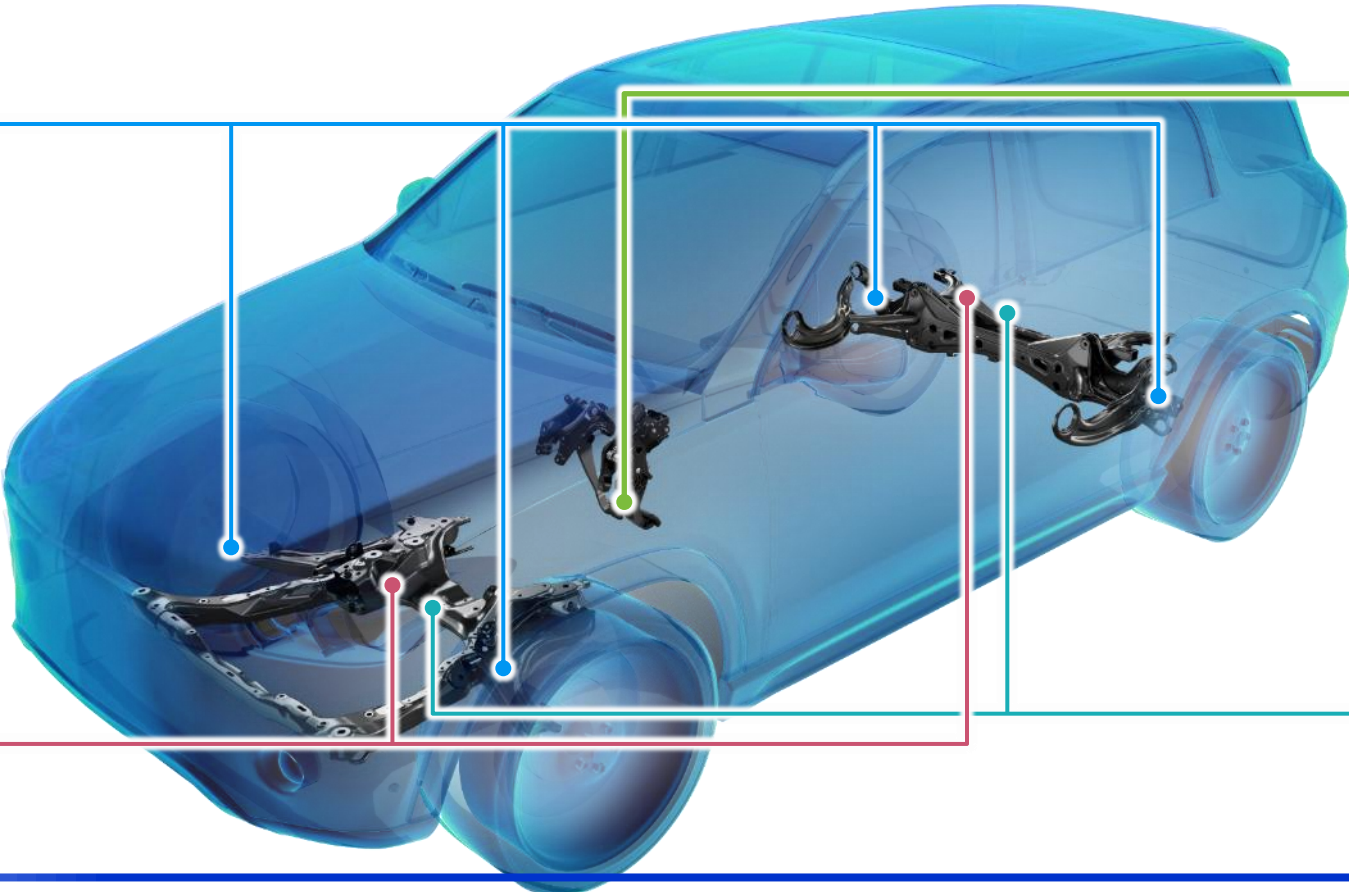
Appendix ~ Our Vehicle Components ~



Suspension Parts



Mounted Components



Control parts



Our products are critical automotive safety components that perform the fundamental functions of driving, turning, and stopping. We propose optimal specifications by considering higher operational stability, riding comfort, and safety in the event of a collision.

Appendix

~ Our Business Outline (Chassis Parts Development and Production) ~



All processes, from product planning and development to mass production, are handled through our proprietary integrated processing system, allowing us to quickly deliver highly competitive products.

Appendix ~ F-TECH Group Companies in Japan ~

- 【Facilities】

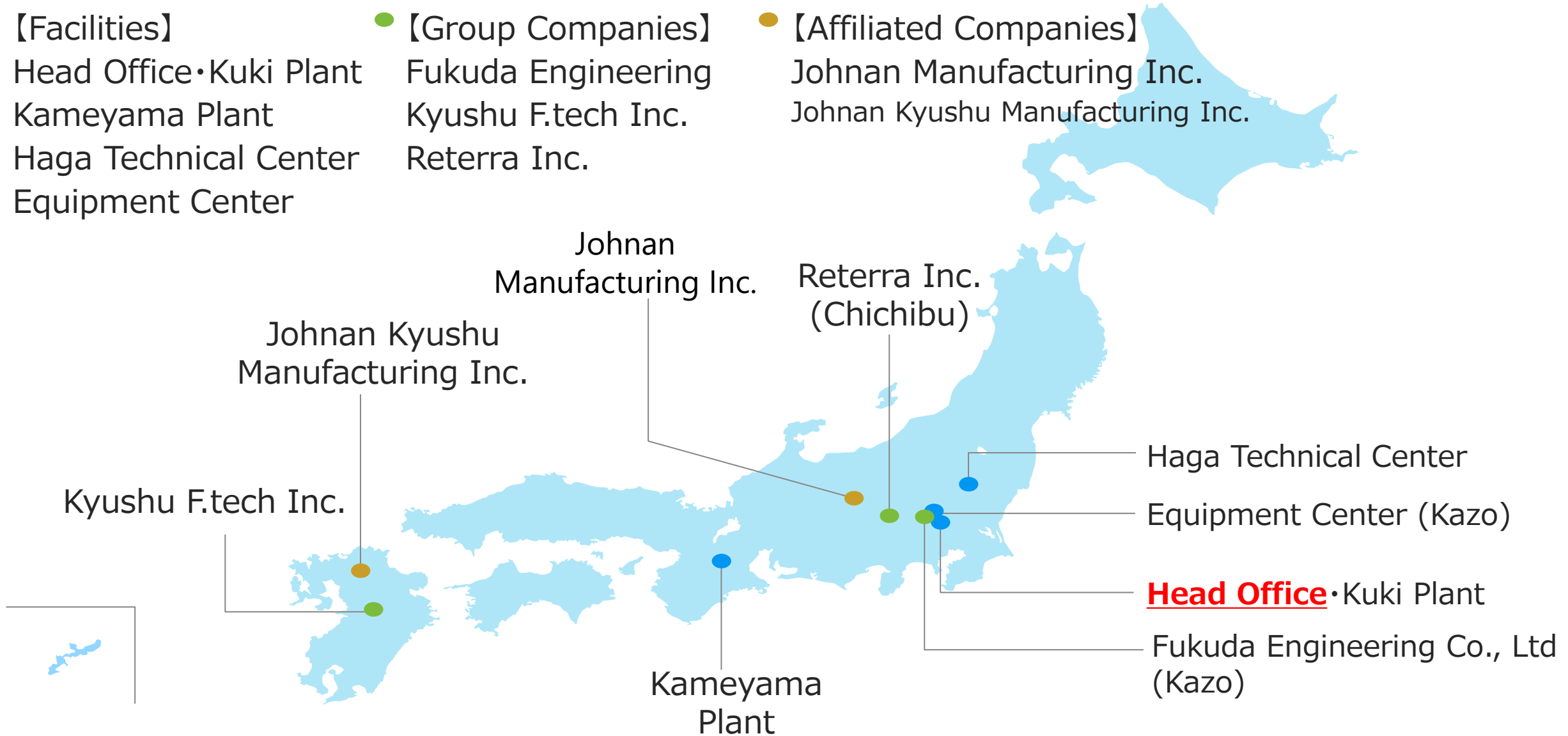
Head Office・Kuki Plant
Kameyama Plant
Haga Technical Center
Equipment Center

- 【Group Companies】

Fukuda Engineering
Kyushu F.tech Inc.
Reterra Inc.

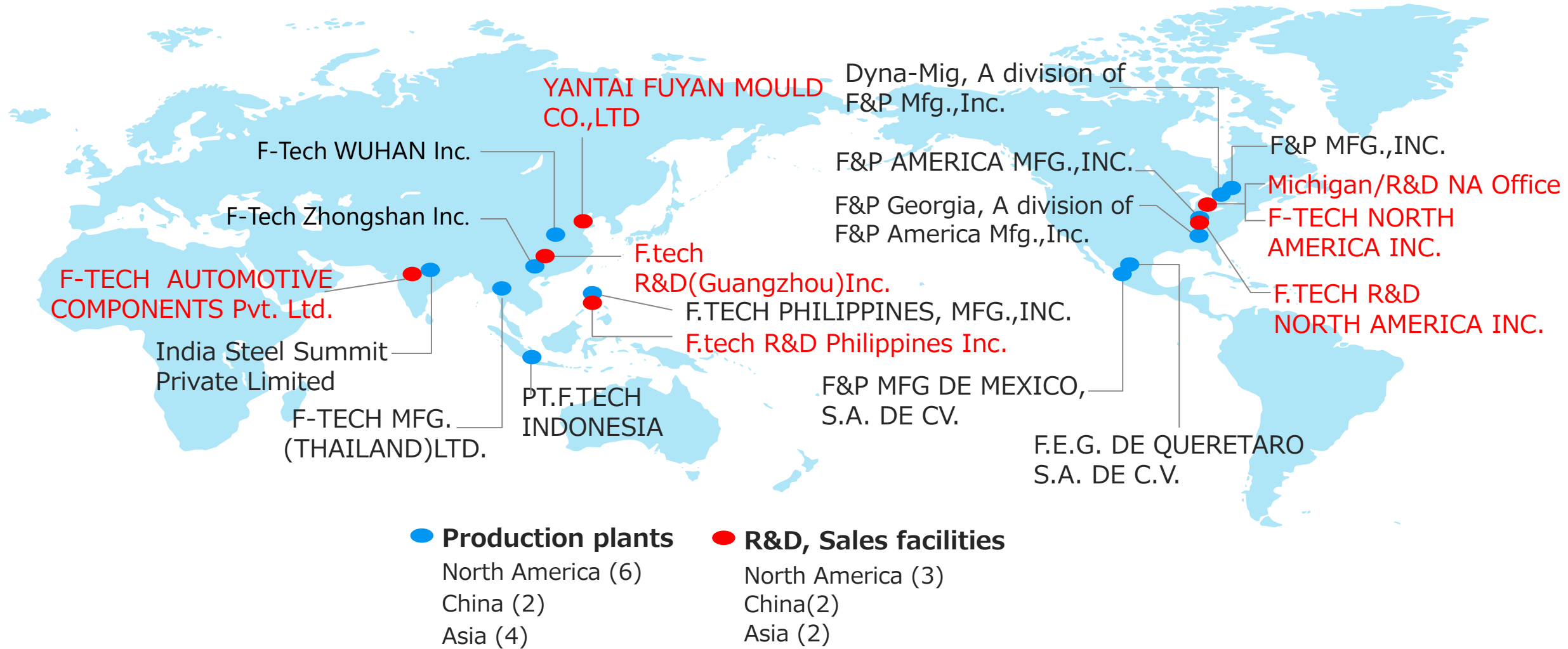
- 【Affiliated Companies】

Johnan Manufacturing Inc.
Johnan Kyushu Manufacturing Inc.



Appendix -F-TECH Group Overseas Subsidiaries

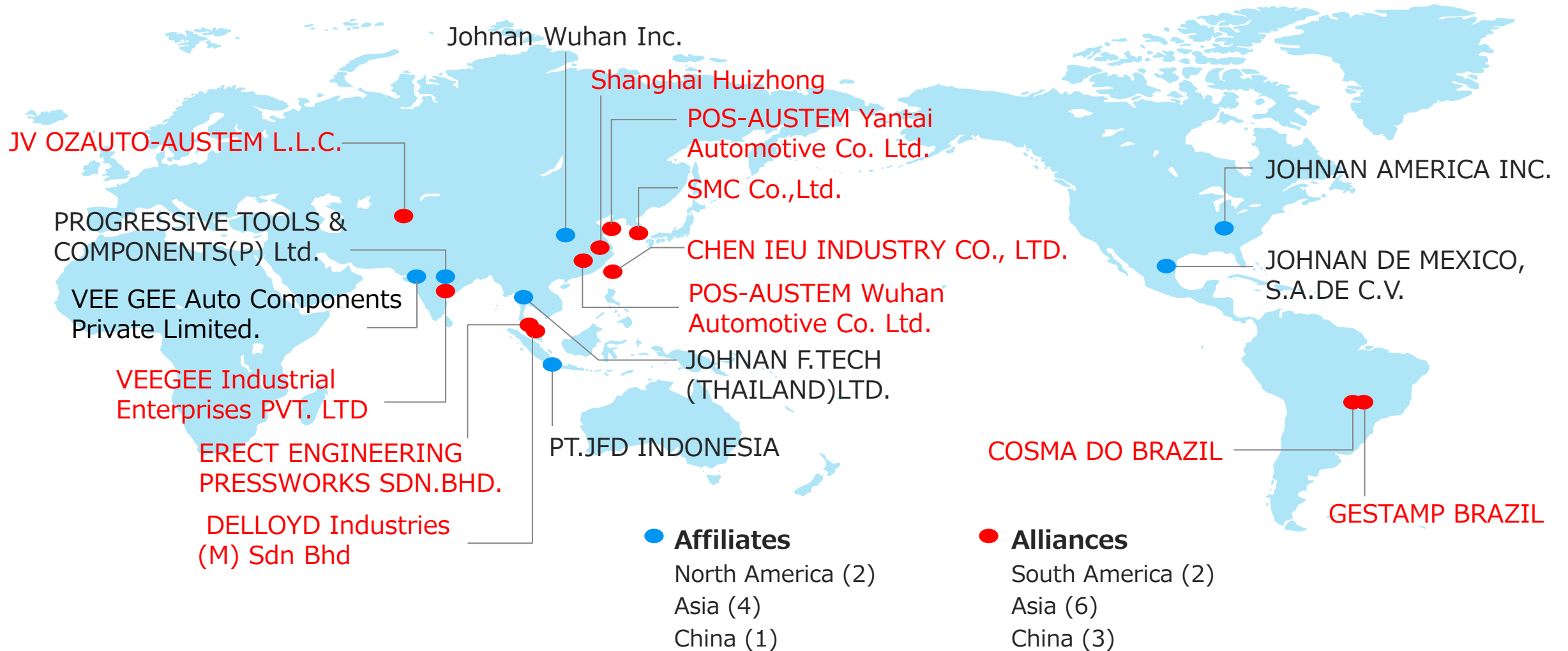
(As of April 1, 2026)



F-TECH operates 12 production bases and 7 R&D and sales facilities in 8 countries.

Appendix ~ Affiliates and Alliances ~

(As of April 1, 2026)



We have established a global supply system for our products through partnerships in 6 countries and 1 region.