2027年3月期第2四半期
決算説明会

Fiscal Year Ending March, 2027
2Q Financial Results

2026年11月6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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Outline

1 決算概要

Financial Summary

2 第16次中期経営計画概要

16th Mid-Term Business Plan Summary

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16th Mid-Term Business Plan Summary

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Consolidated Financial Results Overview (YoY)

(Millions of yen)

	H1 FY Mar. 2026 Actuals		H1 FY Mar. 2027 Actuals		YoY Change	
Sales	142,094	100.0%	155,513	100.0%	13,419	9.4%
Operating Profit	2,848	2.0%	4,354	2.8%	1,506	52.8%
Ordinary Profit	1,824	1.3%	3,701	2.4%	1,877	102.9%
Profit Attributable to Owners of Parent	299	0.2%	2,272	1.5%	1,973	659.0%
Earnings per share(JPY)	16.12	–	122.42	–	106.29	–

Exchange Rate

Currency	H1 FY Mar. 2026 Actuals	H1 FY Mar. 2027 Actuals	YoY Change
1 US$	JPY 146.09	JPY 160.05	JPY 13.96
1 CAN$	JPY 105.78	JPY 114.63	JPY 8.85
1 CNY¥	JPY 20.35	JPY 23.12	JPY 2.77

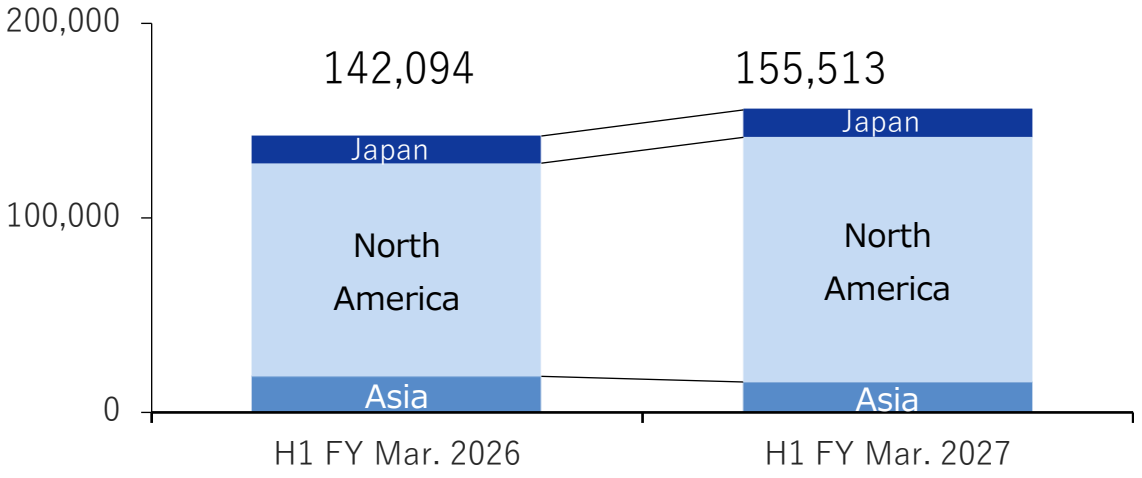
Sales and profit increased, with higher unit sales in North America.

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Consolidated Sales (YoY)

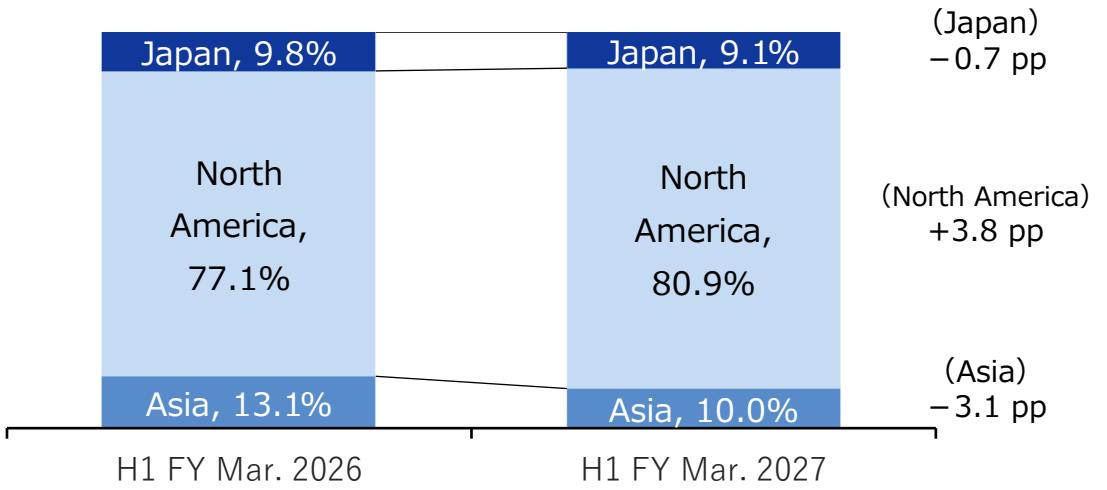
Consolidated Sales by Segment

(Millions of yen)



Sales by Region (%)

(Unit : %)



	H1 FY Mar. 2026	H1 FY Mar. 2027	YoY Change	YoY Change (%)	FX Impact	Change Excl. FX	Change Excl. FX (%)
Japan	13,960	**14,088**	128	0.9%	–	128	0.9%
North America	109,579	**125,778**	16,199	14.8%	10,178	6,021	5.5%
Asia	18,554	**15,647**	▲2,907	▲15.7%	1,140	▲4,047	▲21.8%
Consolidated	**142,094**	**155,513**	**13,419**	**9.4%**	**11,318**	**2,101**	**1.5%**

Higher production volumes in North America and a weaker yen drove sales growth, while continued production cuts reduced sales in China.

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Operating Profit by Segment (YoY)

(Millions of yen)

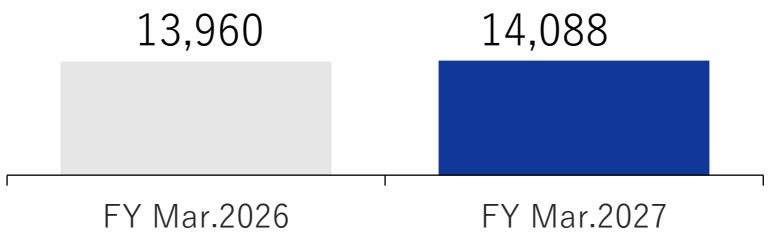
	2026 Actuals H1 FY Mar.	2027 Actuals H1 FY Mar.	YoY Change		FX Impact	Change Excl. FX	
			Amount	Percentage(%)		Amount	Percentage(%)
Japan	▲85	**15**	100	–	–	100	–
North America	2,760	**3,747**	987	35.8%	283	704	25.5%
Asia	200	**238**	38	18.7%	▲37	75	37.7%
Total	**2,874**	**4,001**	**1,126**	**39.2%**	**246**	**880**	**30.6%**
Adjustment	▲26	**352**	379	–	–	379	–
Consolidated	**2,848**	**4,354**	**1,506**	**52.8%**	**246**	**1,259**	**44.2%**

All segments achieved profitability.

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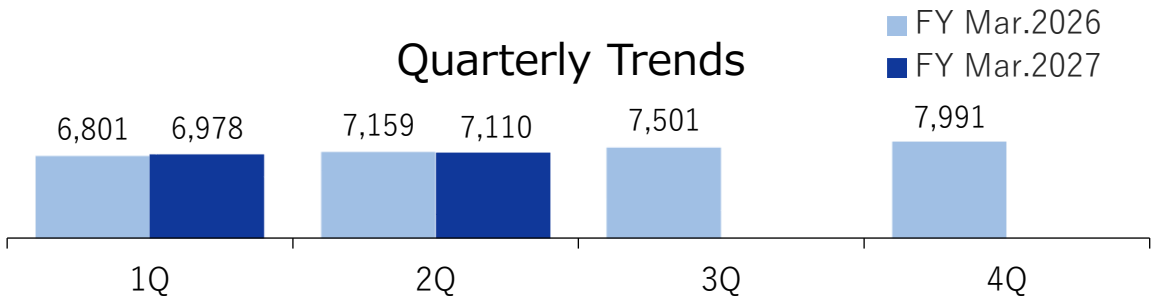
Consolidated Financial Results by Segment (Japan)

Sales



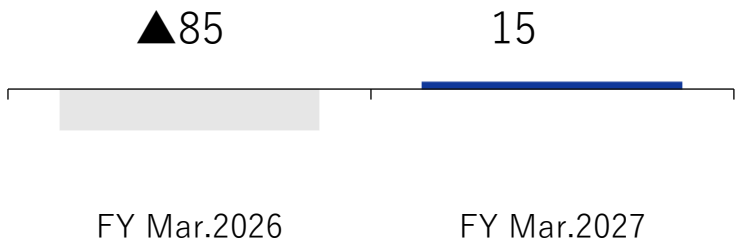
YoY Change	128
YoY Change (%)	0.9%
FX Impact	–
Change Excl. FX	128
Change Excl. FX (%)	0.9%

	Key Drivers	
1	Decline in product sales	▲626
2	Decline in merchandise sales (tooling and equipment sales to group companies)	▲2,326
3	Increase in technology-related revenue (royalties, development fees, etc.)	830
4	Increase in sales at domestic subsidiaries	656
5	Intercompany eliminations	1,594
	Total	**128**



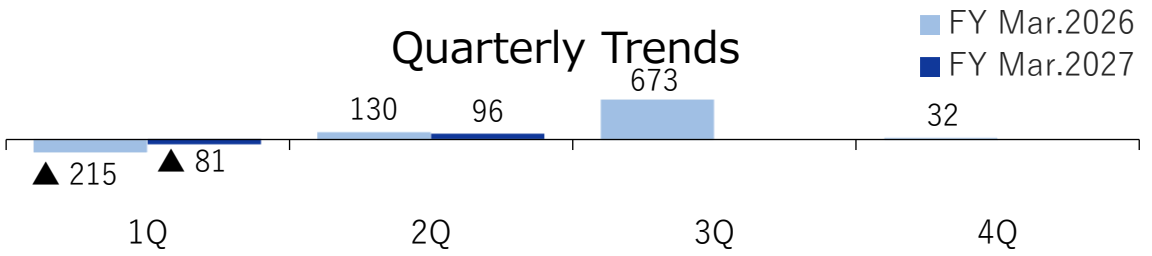
Operating Profit

(Millions of yen)



YoY Change	100
YoY Change (%)	–
FX Impact	–
Change Excl. FX	100
Change Excl. FX (%)	–

	Key Drivers	
1	Impact of decline in product sales	▲102
2	Impact of decline in merchandise sales	▲338
3	Impact of increase in technology-related revenue	597
4	Increase in profit contribution from domestic subsidiaries	166
5	Increase in SG&A expenses	▲223
	Total	**100**

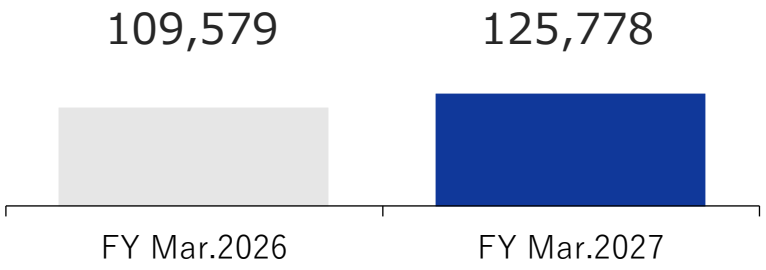


Higher royalty revenue drove profit growth despite declines in product sales and tooling and equipment sales to overseas Group companies.

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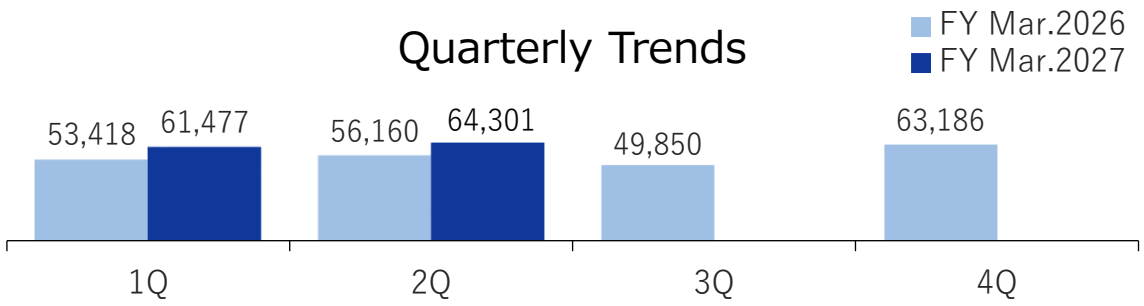
Consolidated Financial Results by Segment (North America)

Sales



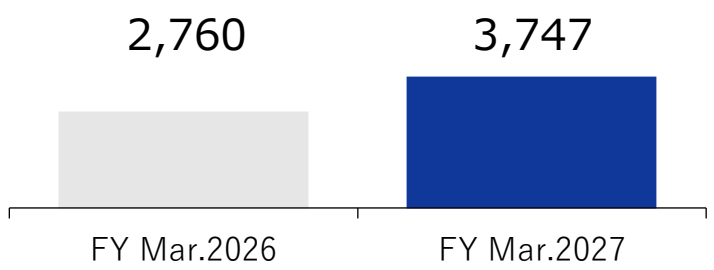
YoY Change	16,199
YoY Change (%)	14.8%
FX Impact	10,178
Change Excl. FX	6,021
Change Excl. FX (%)	5.5%

	Key Drivers	
1	Increase in product sales	7,880
2	Decline in merchandise sales	▲1,860
3	FX impact (USD/JPY: 146.09 → 160.05; yen depreciation of ¥13.96)	10,178
	Total	**16,199**



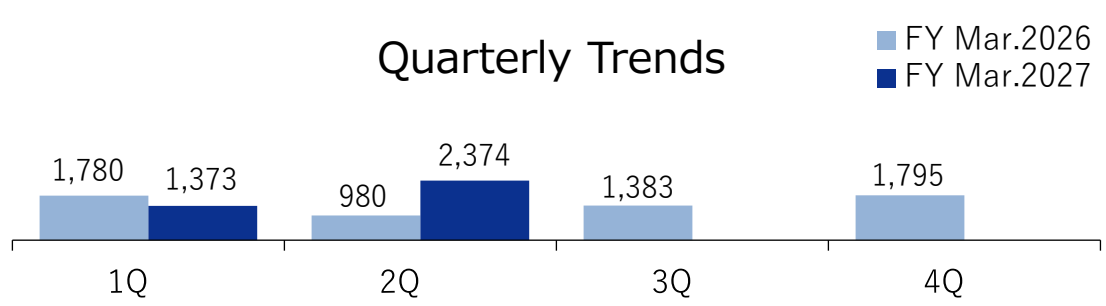
Operating Profit

(Millions of yen)



YoY Change	987
YoY Change (%)	35.8%
FX Impact	283
Change Excl. FX	704
Change Excl. FX (%)	25.5%

	Key Drivers	
1	Impact of increase in product sales	873
2	Impact of decline in merchandise sales	▲654
3	Increase in royalty and R&D expenses	▲873
4	Special factors(Temporary increase in earnings)	1,358
5	FX Impact	283
	Total	**987**

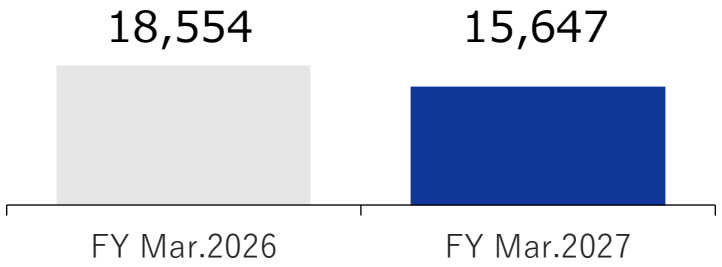


Yen depreciation supported sales growth, while higher U.S. production volumes drove an increase in operating profit.

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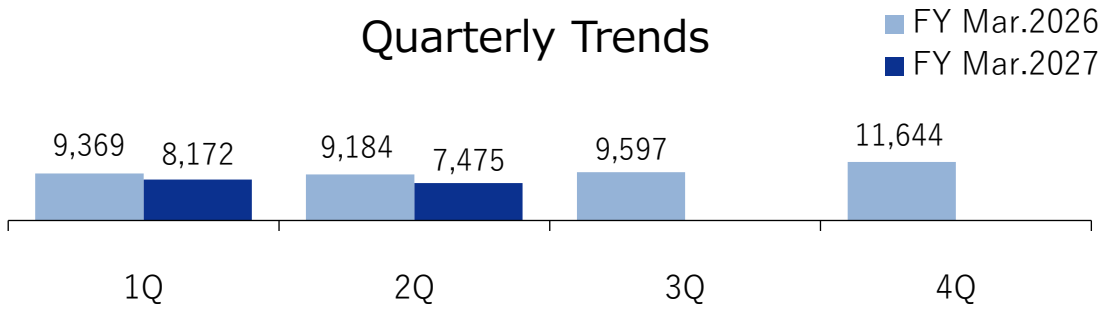
Consolidated Financial Results by Segment (Asia)

Sales



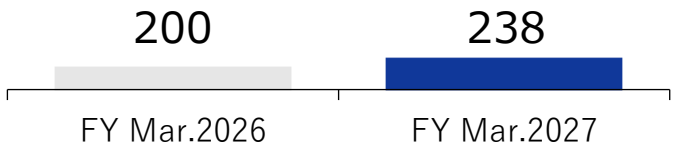
YoY Change	▲2,907
YoY Change (%)	▲15.7%
FX Impact	1,140
Change Excl. FX	▲4,047
Change Excl. FX (%)	▲21.8%

	Key Drivers	
1	Sales decline in China	▲3,948
2	Product sales decline in Asia	452
3	Merchandise sales decline in Asia	▲551
4	FX Impact	1,140
	Total	**▲2,907**



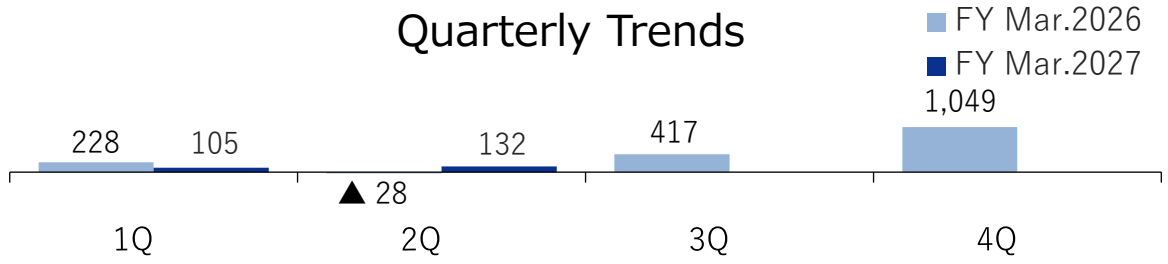
Operating Profit

(Millions of yen)



YoY Change	38
YoY Change (%)	18.7%
FX Impact	▲37
Change Excl. FX	75
Change Excl. FX (%)	37.7%

	Key Drivers	
1	Impact of lower product sales in China	▲238
2	Impact of higher product sales in Asia	174
3	Impact of lower merchandise sales in Asia	▲243
4	Cost reduction	382
5	FX Impact	▲37
	Total	**38**

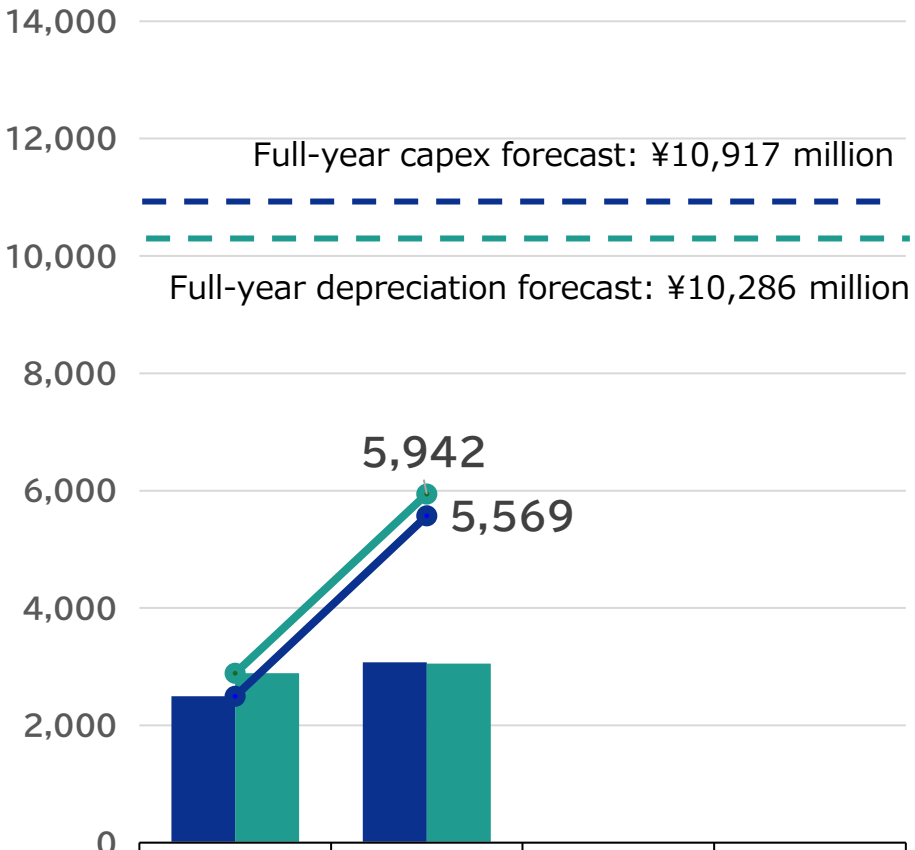


Sales down mainly on lower production volumes in China; operating profit up on lower Cost reduction.

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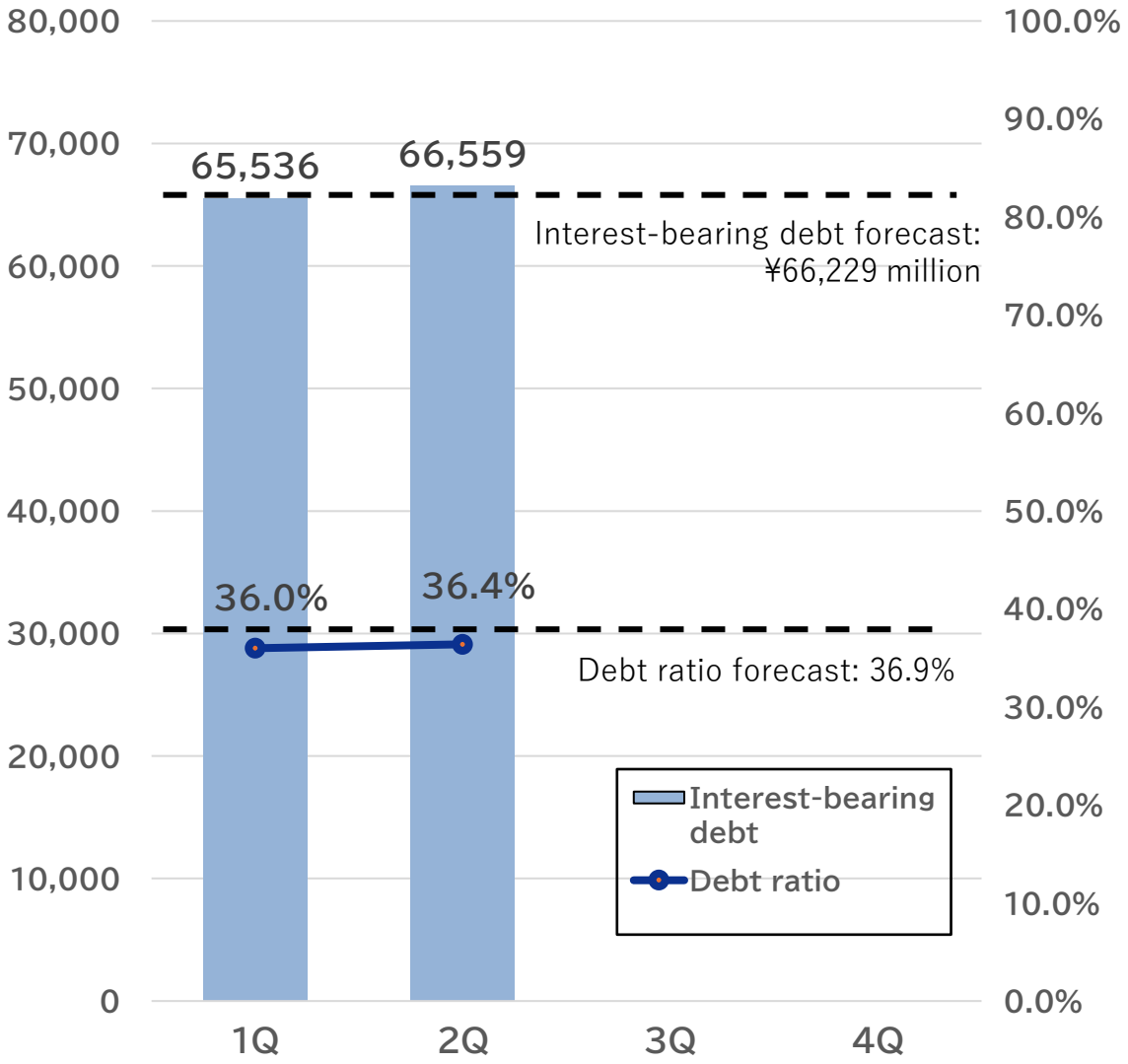
Financial Overview

Capital Expenditure and Depreciation Trends



	1Q	2Q	3Q	4Q
Quarterly capex	2,495	3,074		
Quarterly depreciation	2,888	3,054		
YTD capex	2,495	5,569		
YTD depreciation	2,888	5,942		

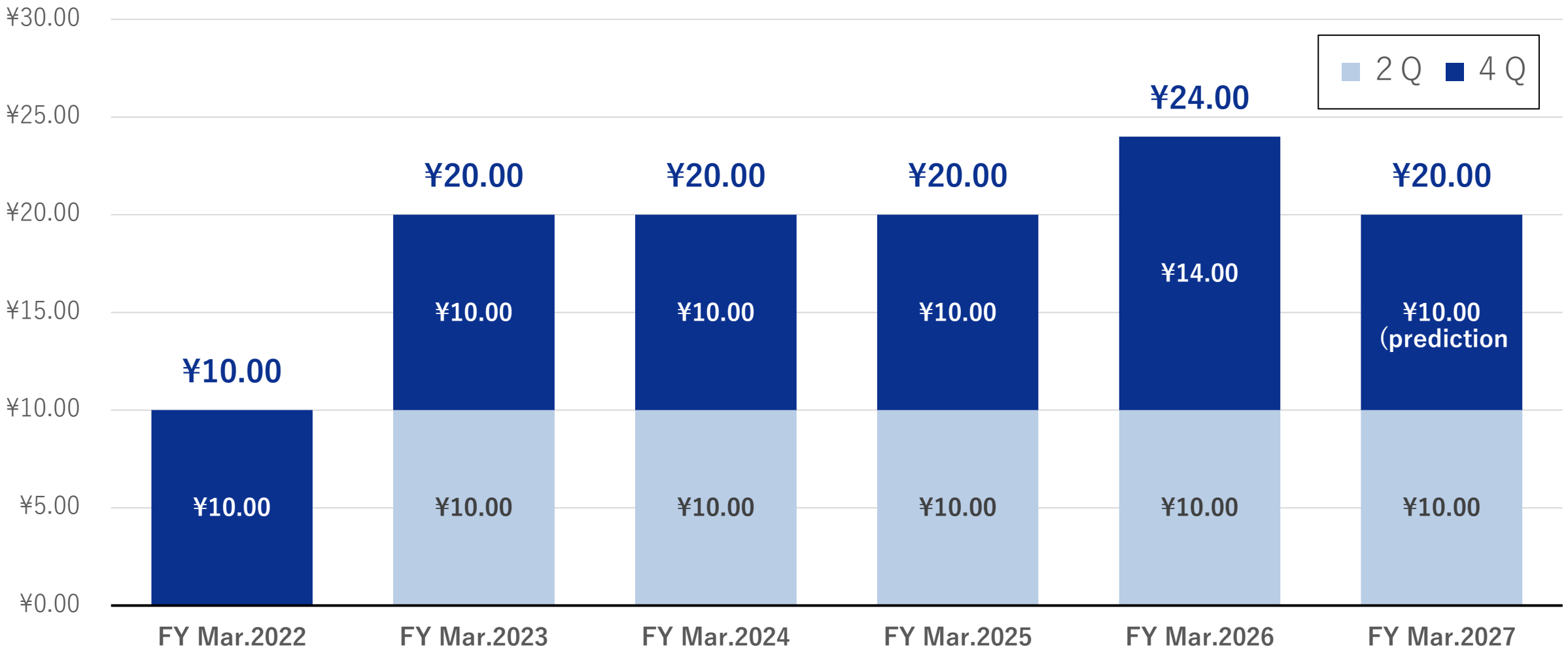
Interest-Bearing Debt and Debt Ratio



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Dividends

Dividend per Share（JPY）



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1 決算概要 Financial Summary

2 第16次中期経営計画概要 16th Mid-Term Business Plan Summary

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Message from Management

Turning change into strength. Succeeding together in an unpredictable world.

People first. Two strategic pillars to remain “the partner of choice”.

01 Starting Point

People

The source of all value creation

Be sincere. Never give up.
Stay persistent. Follow through

Professionalism
×
Ownership

02 Two Strategic Pillars

Adaptability to Change

Back to Basics

Strengthen financial health by improving earnings power

Challenge for New

Building a Foundation for Sustainable Growth

03 Our Vision

The Partner of Choice

"We can count on F-TECH."
A trusted, indispensable partner
for customers worldwide.

Realizing a sustainable mobility society

Creating value globally, driven by “our people” and “two strategic pillars”

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Value Creation Process

INPUT
Six Capitals

1 Financial Capital

2 Manufactured Capital

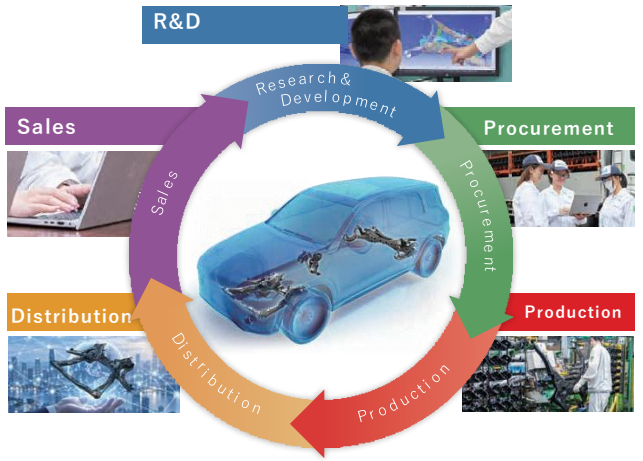
3 Intellectual Capital

4 Human Capital

5 Social & Relationship Capital

6 Natural Capital

BUSINESS MODEL
F-TECH's Value Creation Activities



F-TECH's Competitive Edge: Four Strengths

Product R&D



Manufacturing Expertise



Global competitiveness



Customer Responsiveness



OUTPUT
Product Value





Subframes



Suspension



Pedals

OUTCOME
Value for Society



Safe, Reliable Products



Comfortable Mobility



Environmentally Friendly Products



Contribution to Global Society

GOAL
A Sustainable Mobility Society

Reinvesting created value in future growth

Foundations of Value Creation

Mission Statement, Philosophy & Policies
The basis of our corporate culture

Sustainability Policy & Other Policies
Addressing social issues and enhancing corporate value

Governance Structure
Transparent management

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Review of the 15th Mid-Term Business Plan

15th Mid-Term Business Plan: Targets and Results

Indicator	Sales	Operating Profit	Operating Profit Margin	Net Debt / EBITDA	EPS
Final-Year Target	JPY 300.0 bn	JPY 8.0 bn	2.7%	3.1x or less	JPY 175 or higher
FY3/2026 Actual	JPY 291.8 bn	JPY 8.4 bn	2.9%	2.37x	JPY 254.5

Key Achievements

- **Achieved operating profit target**
- **Improved financial position**
- **Advanced structural reforms**
- **Strengthened earnings foundation**

Key Issues Carried into the 16th Mid-Term Business Plan

- **Improve U.S. business profitability**
- **Address China's NEV market**
- **Ensure full cost pass-through**
- **Improve the quality of earnings**

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Overview of the 16th Mid-Term Business Plan

Corporate Policy: Building Agility for Sustainable Corporate Growth

Corporate Targets: Operating Profit: JPY 10.0 bn | Net Profit: JPY 5.5 bn | ROE: 8%

※ Profit attributable to owners of parent

Back to Basics

- Pursue the essence of Monozukuri (Manufacturing)
- Maximize Profit with Minimal Investment
- Strengthen governance
- Establish Talent Management

Reinforce our earnings foundation to maximize profitability and capital efficiency

Two Pillars for Sustainable Value Enhancement

Challenge for New

- Strengthen Sales & R&D to Expand Business
- Apply New Technologies & Enter New Fields
- Expand Business in India
- Realize Carbon Neutrality

Expand growth opportunities to create new value and achieve sustainable growth

16th Mid-Term Business Plan Period (Apr. 2026–Mar. 2029)

	1	2	3
Back to Basics Strengthen the Earnings Foundation	Strengthen Manufacturing Improve Cost Competitiveness	Raise Profitability Build a Stable Earnings Base	Improve Profitability and Capital Efficiency
Challenge for New Expand Growth Opportunities	Advance Core Technologies Explore New Fields	Invest in Growth Areas Expand the Business Portfolio	Expand New Businesses Accelerate Global Expansion

Vision toward 2030

- Stronger Profitability
- Expanded Growth Areas
- Sustainable Corporate Value Enhancement

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16th Mid-Term Business Plan: Key Initiatives — Back to Basics

Drive shop-floor improvements to raise profitability

Execution Engines: Accelerating Shop-Floor Improvement Cycles

Management Monitoring Meetings

Discuss and implement cross-functional solutions to shop-floor issues

Cross-Site Improvement Support

Share best practices across sites to raise overall performance

Personnel Exchange

Share knowledge, mindsets and culture through personnel exchange

Supporting Foundations

Strengthen Governance

Establish Talent Management

Maximize Shop-Floor Capabilities

Stronger Execution
Improve the speed and quality of problem-solving and site autonomy

Repeatable Results
Standardize and share best practices for consistent, lasting results

Company-Wide Improvement
Strengthen improvement capabilities through cross-site, cross-functional teamwork

Sustainably Raise Profitability

Turn ongoing shop-floor improvements into stronger earnings and higher corporate value.

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16th Mid-Term Business Plan: Key Initiatives — Challenge for New

Expand growth opportunities through new markets and technologies

Expand Next-Generation Products



- **Lightweight Subframes**
- High-Rigidity, Lightweight Suspension
- **Next-Generation Pedals**
- Non-Automotive Components

Create Higher Added Value

Differentiating Technology

» Value Enhancement

- EV Battery Protection Technology
- Improved Durability, Quality, and Reliability
- Improved Fuel Efficiency Through Weight Reduction
- Improved Ride Comfort Through Vibration Reduction

Apply New Technologies

In-House Non-Destructive Testing (NDT) System



- High-Precision, High-Speed Inspection
- Enhanced Anomaly Detection Through AI
- Improved Quality and Reduced Costs Through In-Process Inspection

Develop Business in India

Indian Market
- Rising vehicle demand from urbanization
- One of the world's largest populations and growth markets
- Abundant young workforce

- Build a Competitive Edge through a New Company
- Strengthen Ties with Local Suppliers
- Localize Sales × Development

Value Creation Process

Explore New Technologies and Fields
- Advance proprietary technologies
- Explore new market needs
- Promote alliances and collaboration

Expand Orders
- Acquire new customers
- Expand existing customer business
- Increase high-value-added projects

Grow Sales
- Grow sales through new business
- Improve profitability
- Expand the business portfolio

Enhance Corporate Value
- Sustain profit growth
- Improve capital efficiency
- Maximize stakeholder value

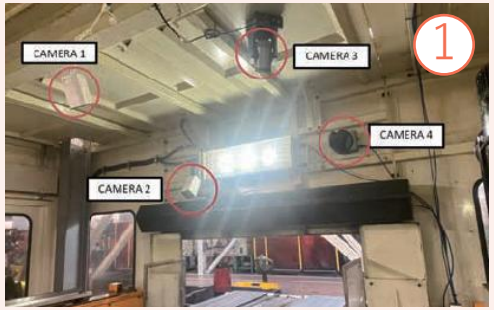
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16th Mid-Term Business Plan: Key Initiatives — Challenge for New

Building a Foundation for Sustainable Growth

Overseas Initiatives — AI Visual Inspection

Pilot AI Visual Inspection in Two Processes





① AI Visual Inspection of Stamped Parts

- Four cameras installed inside the press
- Detects missing holes, cracks and other defects

② AI Visual Inspection of Welded Assemblies

- Camera mounted on a robot
- Testing multi-angle inspection of welds

Domestic Initiatives — New Business in Japan

Develop a Trailer Home with Repurposed Batteries





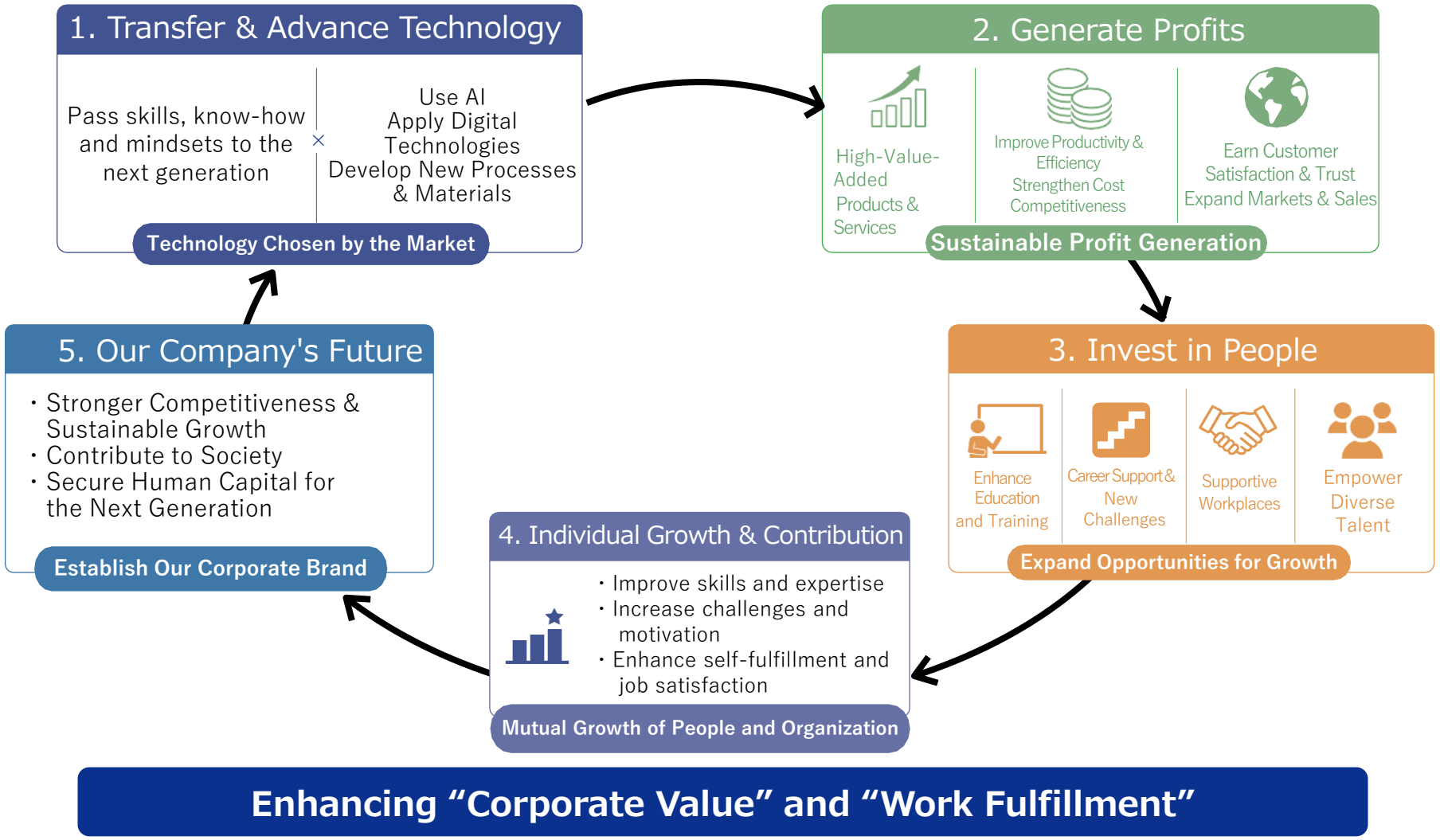


- Approved for Saitama Prefecture's Circular Design Leading Model subsidy
- Develop a trailer home reusing end-of-life vehicle batteries
- Prototype completed in February 2026

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Human Capital Management — Sustainable Growth through Investment in People

F-TECH's Vision: A Win-Win Cycle for the Company and Individuals



Enhancing “Corporate Value” and “Work Fulfillment”

Six Priorities for Talent Management

1 Base	・Introduce a new HR system ・Build a growth foundation
2 Hiring	・Recruit diverse talent
3 Training	・Increase training investment ・Build expertise & initiative
4 Placement	・Talent management ・Right people, right roles
5 Workplace	・Further improve the workplace environment
6 Org.	・Improve engagement ・Strengthen the organization

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Toward Carbon Neutrality

F-TECH Carbon Neutral Challenge

Phase	Energy Conservation, Efficiency and Product Initiatives	Strengthen Cross-Industry and Supply Chain Collaboration
Target	Achieve Scope 1 & 2 Carbon Neutrality in Manufacturing by 2035	

R&D
EG
Mfg.

Key Initiatives to Date

Full-scale operation from April 2026



Solar panels installed at Kameyama Plant

- Improve product fuel efficiency and reduce weight
- Promote energy conservation
- Utilize ISO 50001
- Introduce low-CO2 electricity

Key Initiatives under the 16th Plan

Admin.
Expand carbon-free and renewable power
Establish Scope 3 emissions measurement

Mfg.
Reduce total CO2 emissions
Improve CO2 emissions intensity

Medium- to Long-Term Initiatives

Propose lightweight, low-CO2 specifications

Minimize Scope 1 CO2 emissions

2025 — 2035

*EG: Engineering
*CN: Carbon Neutrality

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Sales and Development Strategy

Our Goal

Over Three Years

25

JPY billion or more

New Business Wins

01	**Win New-Model Orders from Existing OEMs**	Honda, GM, Toyota, U.S. EV makers, Suzuki, etc.
02	**Develop and Win Orders from New OEMs**	European and Chinese OEMs, etc.
03	**Develop Non-Automotive Business**	
04	**Deploy and Advance New Technologies**	
05	**Use AI in Conceptual Design**	

Pursue non-automotive opportunities and win business beyond conventional boundaries

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H1 Orders and Production Launches (Apr.–Sep. 2026)

Models Awarded

3 OEMs / **11 Models**

Japan	5 Models
U.S.	3 Models
Mexico	2 Models
Thailand	1 Model

Production Launches

3 OEMs / **5 Models**

Japan	3 Models
China	2 Models

Production Launch Breakdown

Honda	1 Model
Nissan	2 Models
New Chinese OEMs	2 Models

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Improving Capital Efficiency

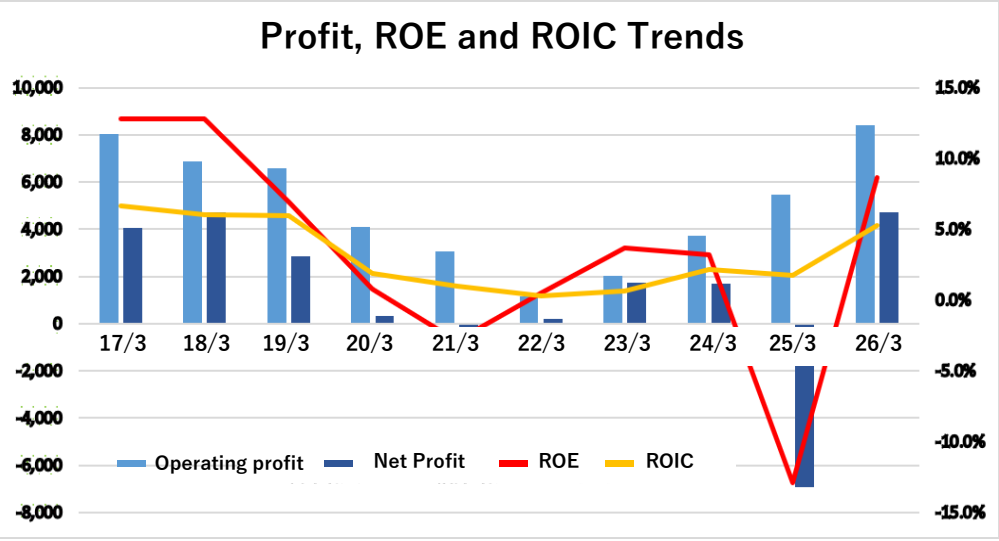
Basic Approach to Capital Efficiency

We aim to achieve ROIC above our cost of capital (WACC) over the medium to long term as a key criterion for business and investment decisions. By improving ROIC, we seek to maintain and enhance ROE, a shareholder-focused metric.

Note: We estimate our WACC at approximately 6.5%–7.2%. For FY3/2026, ROIC (internal management basis) was 5.27% and ROE was 8.62%.

Direction under the 16th Medium-Term Management Plan

To achieve operating profit of ¥10 billion and net profit of ¥5.5 billion, we will raise ROIC by strengthening earnings power and improving invested capital efficiency, building an earnings base that consistently delivers ROE of at least 8%. We will also strengthen our financial position by reducing interest-bearing debt, aiming for ROIC > WACC over the medium to long term and sustainable growth in corporate value.



Units: Millions of yen (left axis) / % (right axis)

Improvement Initiatives

1. Strengthen Earnings Power:
Improve operating margin

2. Improve Invested Capital Efficiency:
Reduce working capital and prioritize investments

Improve ROIC
Aim to exceed WACC over the medium to long term

ROE of 8%+ Consistently maintain and further improve

3. Strengthen the Financial Base:
Improve financial soundness by reducing interest-bearing debt

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Cash Allocation

Capital Allocation Policy

With operating CF as our primary funding source, we will maintain financial soundness by reducing interest-bearing debt. After assessing the likelihood of investment recovery and ROIC, we will invest in R&D, Capex, DX and M&A for growth markets and key customers. A new R&D center in India and expansion of our U.S. plant will strengthen our future earnings base. We will also invest in human capital and deliver stable, ongoing shareholder returns supported by growth.

Sources	Allocation	Key Uses
Operating CF	R&D / Capex / DX / M&A Investment	Invest in growth markets and key customers (India R&D center, U.S. plant expansion, etc.) / Improve productivity and profitability (factory automation, IT system renewal, etc.) / Invest in non-automotive businesses
	Growth / New Model Investment	
	Replacement Capex	Maintain and renew production equipment and sites / Ensure quality and stable supply / Meet environmental, safety and regulatory requirements
	Financial Soundness	Reduce interest-bearing debt to strengthen financial soundness
External Financing (as needed)	Human Capital Investment	Optimize the talent portfolio / Recruit and develop specialists / Enhance compensation systems / Systematically develop next-generation leaders / Build an organization where diverse talent can thrive
Other Cash	Shareholder Returns	Steadily enhance shareholder returns while balancing growth investment and financial soundness

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Dividend Policy

Previous Policy

Our basic profit distribution policy is to return profits in line with business performance. We place importance on shareholder returns and will distribute profits with a long-term perspective, considering earnings and future business development while strengthening our financial position.

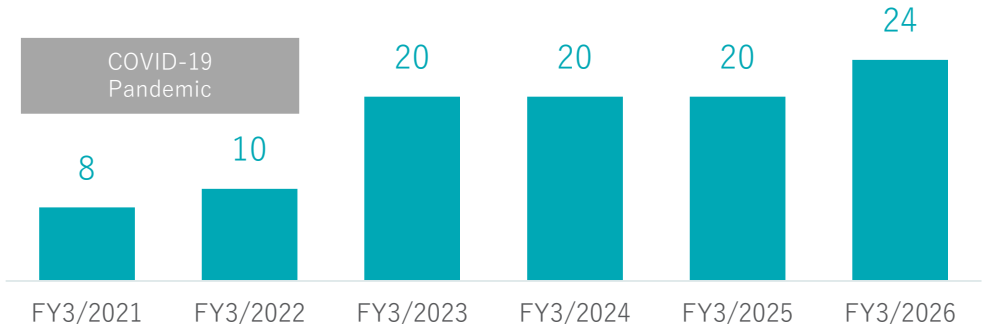
Dividend Policy

Annual Minimum: JPY 20

We prioritize shareholder returns, and our basic policy is to pay stable and consistent dividends with a minimum annual dividend of JPY 20 per share. Subject to improved profitability and a stronger financial position, we aim to increase dividends in stages.

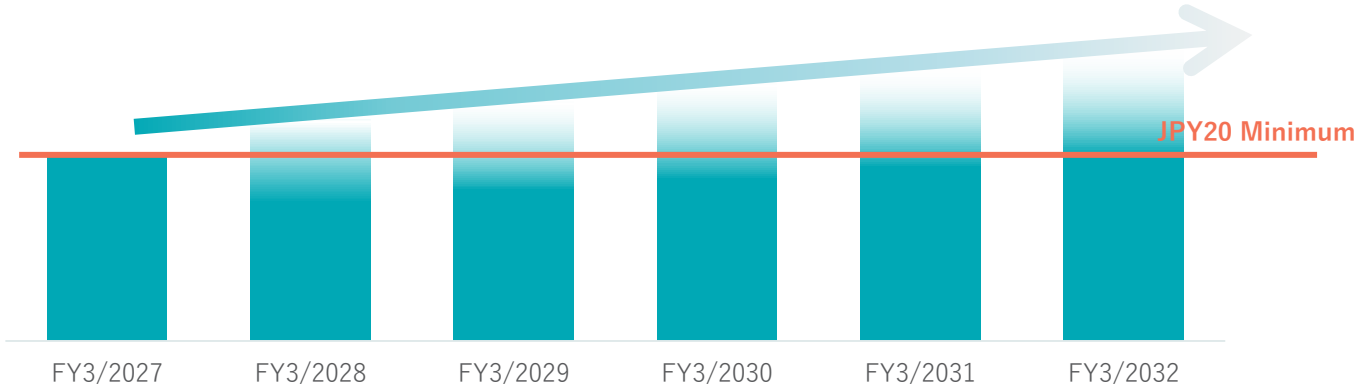
Dividend History

Dividends per Share (JPY)



Long-Term Vision (Illustrative)

16th Medium-Term Management Plan | 17th Medium-Term Management Plan Onward



Prioritize the use of a portion of earnings to reduce interest-bearing debt and strengthen our financial base.

Increase dividends in line with profit growth and improved financial soundness. Aim to double dividends in the future, taking overall business performance and financial conditions into account.

Note: Future bars illustrate the intended direction only and do not represent specific dividend forecasts.

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Expansion of the Ohio Plant in North America

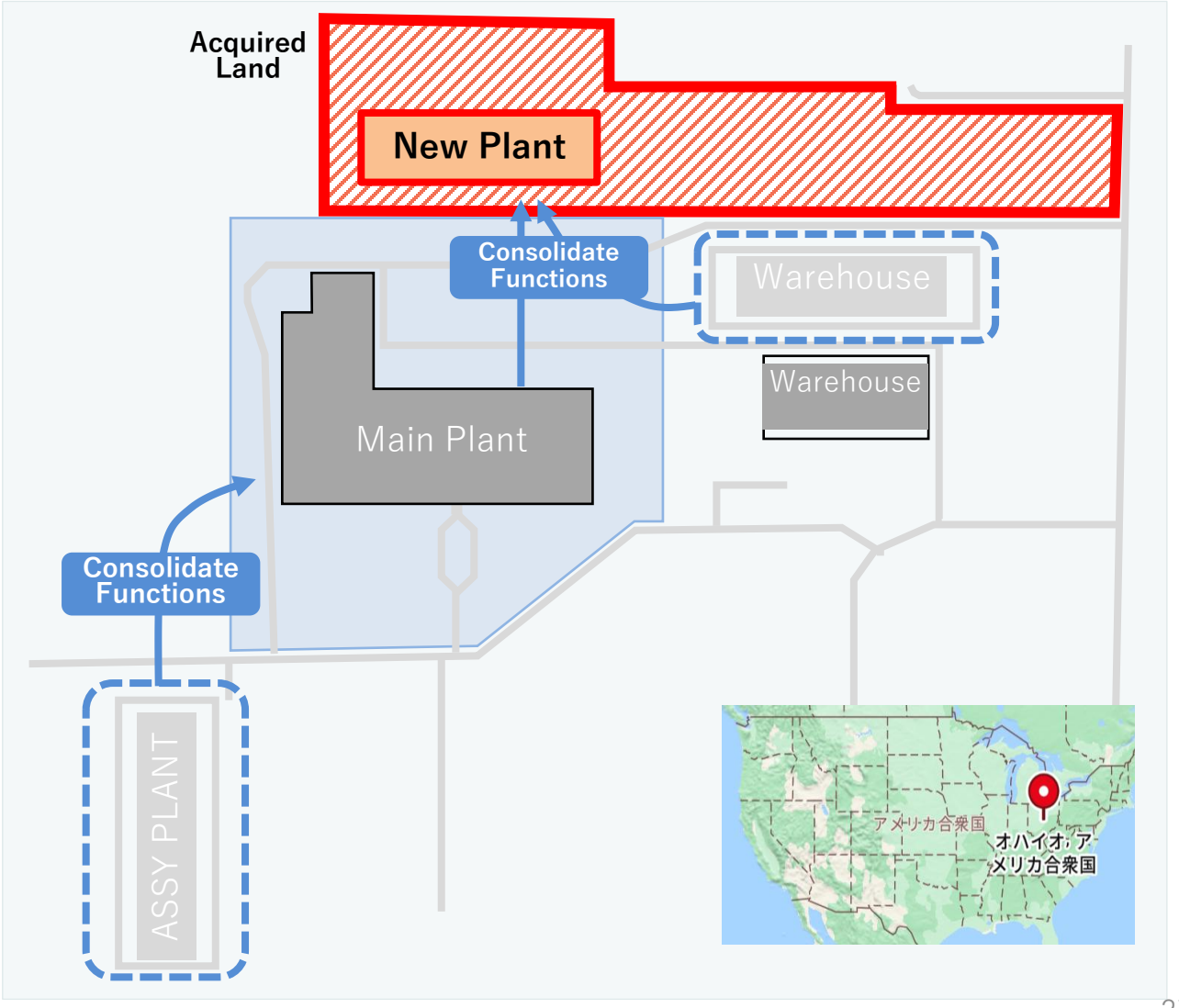
Objectives

- Consolidate assembly and warehousing
- Optimize the plant layout
- Improve logistics efficiency and productivity
- Expand hybrid-vehicle orders and strengthen North American competitiveness

Investment Overview

Name	F&P America Mfg., Inc. Ohio Plant – North Plant
Land Area	**86,603㎡**
Building Area	**16,351㎡**
Planned Investment	Approx. USD 35 million (JPY 5.5 billion)
Planned Construction Start	April 2027
Planned Start of Operations	October 2028

Functional Consolidation and Layout Optimization



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Developing the India Business

Establishing F-TECH R&D INDIA PRIVATE LIMITED as a Strategic Base in India

India Business Strategy

Step1 By 202[illegible]	Strengthen Partners' Manufacturing Capabilities	Support improvement and cost reduction
Step2 By 202[illegible]	Retain and Win Orders from Japanese OEMs	Win New Orders Secure Production Capacity
Step3 By 2027	Establish R&D Build Capabilities	Enter existing customers' development programs Build sales, engineering and development evaluation capabilities for local OEMs
Step4 By 2028	Win New Orders from Local OEMs	Expand business with Indian subsidiaries and JVs Secure capacity through new technical alliances and JVs

New Strategic Base: Overview

- Secure a competitive advantage
- Leverage partner networks
- Start with a lean operation
- Scale up to meet local needs
- Combine sales and development to win customers



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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.ftech.co.jp

IR情報のお問い合わせ、取材お申し込みは

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

代表TEL　0480-85-5211　Mail　webmaster@ftech.co.jp

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Appendix

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Appendix — Consolidated Balance Sheet as of September 30, 2026

	2026 Actuals	2027 Actuals	Changes
Cash and Deposits	18,726	19,077	351
Notes and AR	34,824	33,171	▲ 1,653
Inventories	27,522	29,072	1,550
Others	3,019	3,022	3
Current Assets	84,093	84,343	250
PPE	81,464	80,801	▲ 663
Intangible assets	681	689	8
Investment and others	16,396	17,260	864
Non-current Assets	98,542	98,751	209
Total Assets	182,636	183,095	458

Retained earnings	26,341	28,353	2,012
Interest-bearing debt	68,954	66,559	▲ 2,395
Interest-bearing debt ratio	37.8%	36.4%	-1.4%

	2026 Actuals	2027 Actuals	Changes
Notes and AP	25,443	26,362	919
Short-term loans	28,656	30,278	1,622
Current portion of Long-term loan	12,241	11,559	▲ 682
Others	13,803	12,901	▲ 902
Current Liabilities	80,145	81,101	956
Long-term loan	24,860	21,591	▲ 3,269
Others	5,942	5,980	38
Non-current Liabilities	30,803	27,571	▲ 3,232
Total Liabilities	110,948	108,673	▲ 2,274
Total Shareholders' Equity	39,482	41,472	1,990
Accumulated Other Comprehensive Income	18,644	19,524	880
Non-controlling interests	13,560	13,424	▲ 136
Total Net Assets	71,687	74,421	2,734
Total Liabilities and Net Assets	182,636	183,095	458

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Awards and Recognition in H1 FY2026

Check 済

Honorifics omitted



2025 Outstanding Performance Award

Presented by Denso
Awarded to INDIA STEEL SUMMIT (India)



Core Business Partner Certification

Presented by Denso International India
Awarded to INDIA STEEL SUMMIT (India)



Best Overall Performance Award

Presented by Denso Haryana
Awarded to INDIA STEEL SUMMIT (India)



Best Supplier Award — India Region

Presented by Toyota Boshoku Asia
Awarded to INDIA STEEL SUMMIT (India)



Best Supplier Award for Overall Performance

Presented by Toyota Boshoku Device India
Awarded to INDIA STEEL SUMMIT (India)



Excellent Quality Award

Presented by Mitsubishi Motors Thailand
Awarded to F-TECH THAILAND (Thailand)



Supplier Performance Award

Presented by Mitsubishi Motors Philippines
Awarded to F-TECH PHILIPPINES (Philippines)



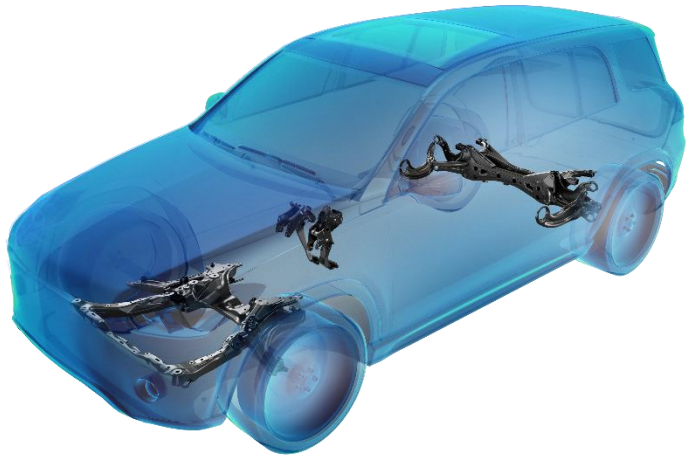
Best Supplier Award (Quality Assurance System)

Presented by SUZUKI INDOMOBIL MOTOR
Awarded to PT. F.TECH INDONESIA (Indonesia)

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Appendix — Company Profile

Company Name	F-TECH INC.
Market	Tokyo Stock Exchange Standard Market (7212)
Share Capital	JPY 6.79 billion
President & CEO	Yuichi Fukuda
Consolidated Net Sales	JPY 291.8 billion (FY3/2026)
Employees (Consolidated)	8,961 (non-consolidated: 971) Non-consolidated: F-TECH in Japan only; excludes subsidiaries and overseas assignees.
Established	July 1, 1947
Head Office	19 Showanuma, Shobu-cho, Kuki, Saitama 346-0194, Japan
Major Customers	Honda Motor Co., Ltd.; General Motors; Toyota Motor Corporation; Nissan Motor Co., Ltd.; and others
Major Products	Automotive suspension arms, subframes, axle beams, pedal controls and other chassis components



As of March 31, 2026

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Appendix — F-TECH's History

Founding (1947-1964) | **Established AUTO Parts (1965-1987)** | **Business Diversification (1988-1999)** | **Global Expansion (2000- Today)**

1947
FUKUDA Seisakusho Established



1959
Honda Business Start



Start Motorcycle Business

1964
Name Changed to FUKUDA Press

1965



Auto parts Start

1967



Kameyama Plant

1978



Head Office to KUKI

1986



F&P Mfg. (Canada) Est.

1988
Company Name Change To F-TECH

1991
Mitsubishi Motors

1993



F&P America Est.

1994



F-tech Philippine Est.

1995
Nissan Shatai

1996 Start OTC

1997
Dyna-Mig Est.

1999
Daihatsu

2000 Nissan
F&P Georgia Mfg., Inc Est.

2001 TOYOTA North America
Suzuki
TSE 2ND LISTED

2002 F-TECH ZHONGSHAN Est.

2003 R&D North America Est.

2004 F-TECH WUHAN Est.

2006 F-TECH MFG (THAILAND) Est.
TSE 1st LISTED

2008
F-tech R&D Philippines Est.
Yantai Fuyan Est.

2011
F-TECH R&D Guangzhou Est.

2012
F&P MFG.DE MEXICO Est.

2013
PT.F.TECH INDNESIA Est.
Michigan/R&D NA Office Est.

2014
R&D NA Europe Branch Est.

2018
F-TECH AUTOMOTIVE COMPONENTS PRIVATE LIMITED Est.

2020
Invest to VEE GEE Auto Components Pvt Ltd.

2021
TOYOTA

2022
India Steel Summit Private Limited M&A
TSE Prime

2023
TSE Standard

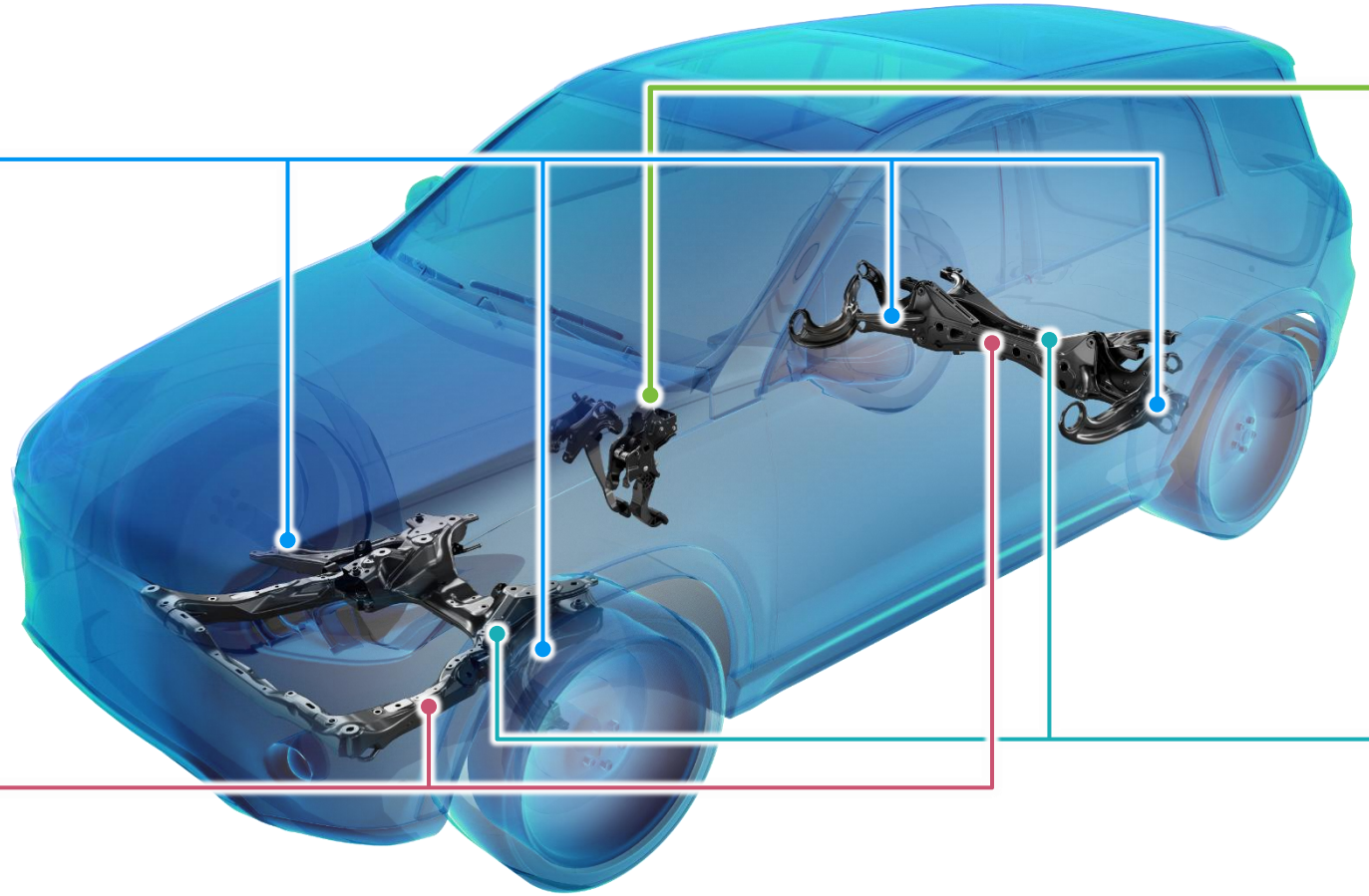
2023
F-TECH NORTH AMERICA INC. Est.

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Appendix — Automotive Components



Suspension Components





Control Components



Mounting Components



Module Assemblies

Our safety-critical components support the core functions of driving, steering and braking.
We propose optimized specifications for superior handling, ride comfort and crash safety.

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Appendix — Chassis Component Development & Production

Product Development → Forming → Welding → Painting → Assembly



Our integrated in-house capabilities cover every stage, from product planning and development to mass production, enabling rapid delivery of highly competitive products.

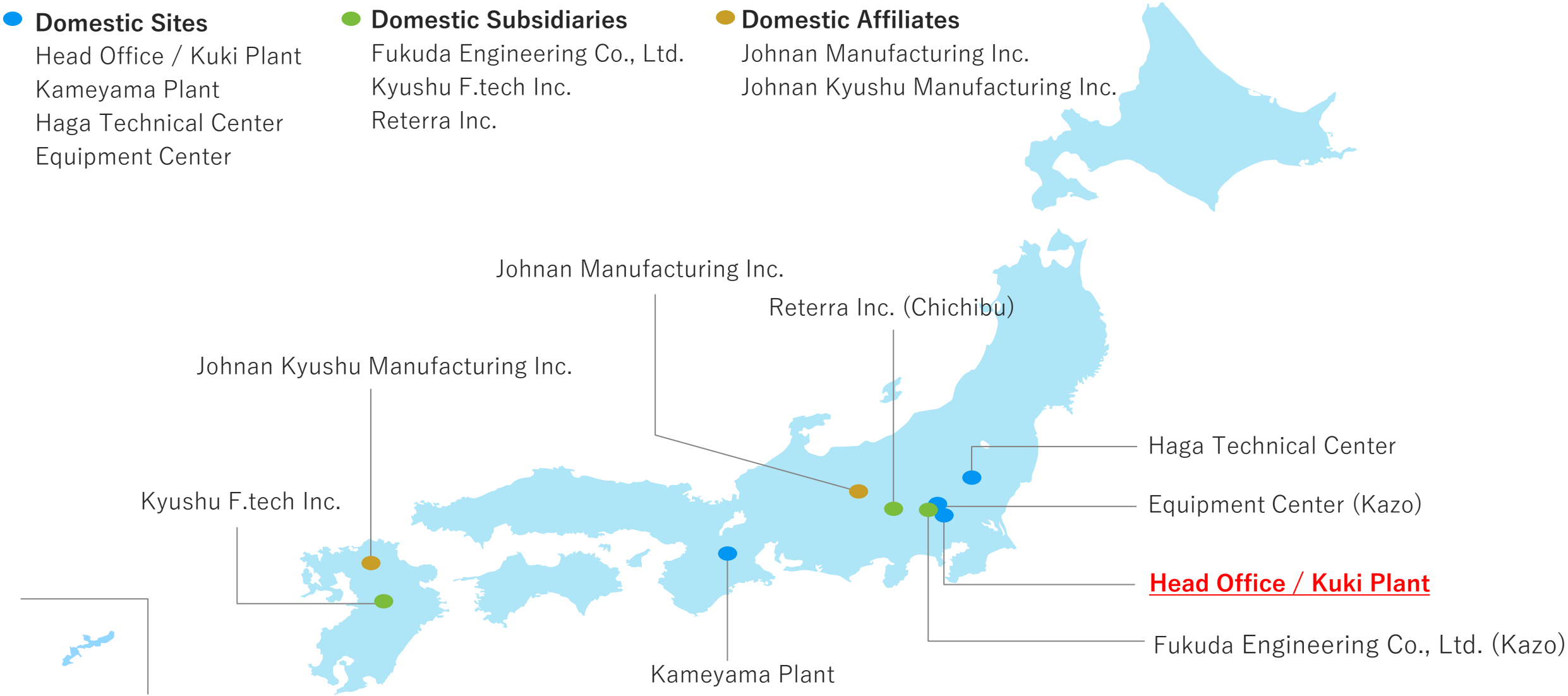
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Appendix — Domestic Group Locations (As of April 1, 2026)

Domestic Sites
Head Office / Kuki Plant
Kameyama Plant
Haga Technical Center
Equipment Center

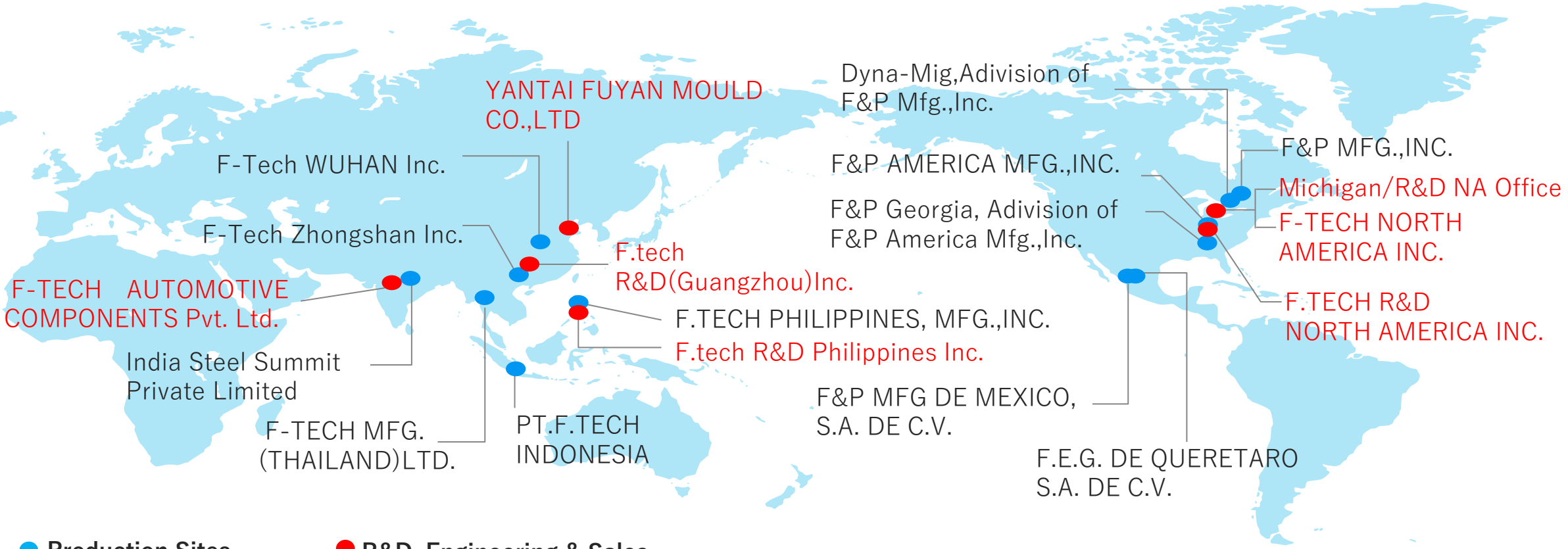
Domestic Subsidiaries
Fukuda Engineering Co., Ltd.
Kyushu F.tech Inc.
Reterra Inc.

Domestic Affiliates
Johnan Manufacturing Inc.
Johnan Kyushu Manufacturing Inc.



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Appendix — Overseas Group Locations (As of April 1, 2026)



Production Sites
North America: 6 plants
China: 2 plants
Asia: 4 plants

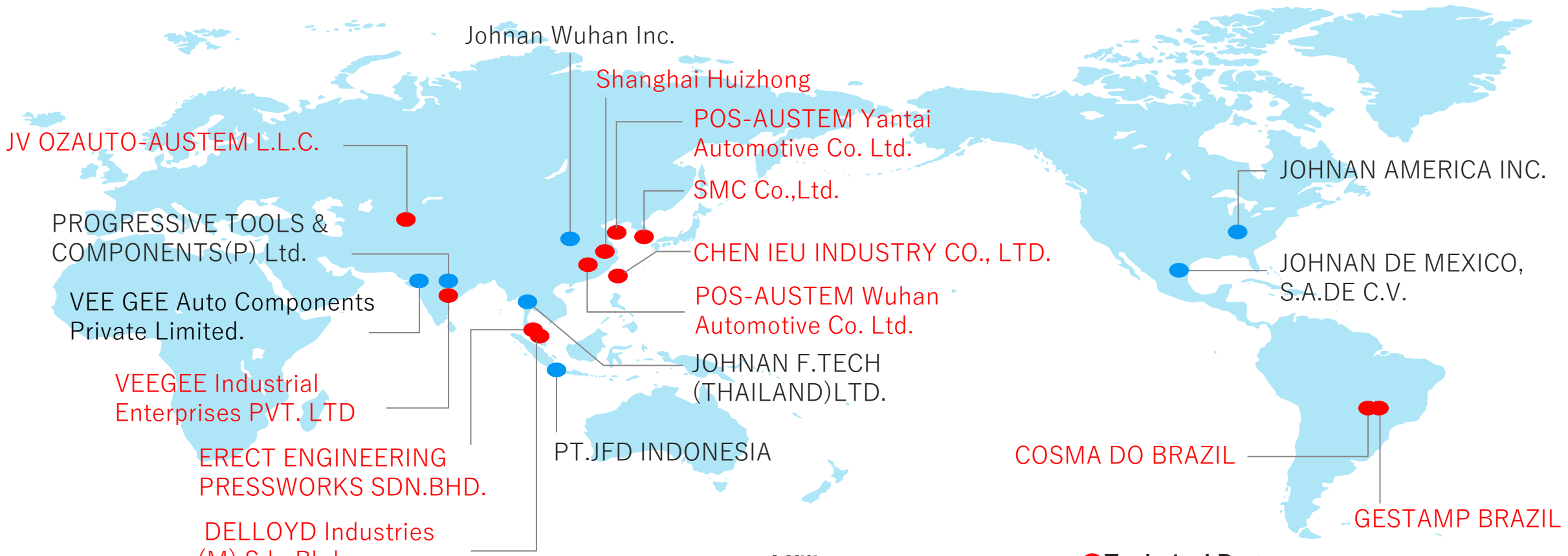
R&D, Engineering & Sales
North America: 3 sites / China: 2 sites
Asia: 2 sites

12 production sites and 7 R&D, engineering and sales sites in 8 countries

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Appendix — Affiliates & Technical Partners

(As of April 1, 2026)



Affiliates
North America: 2 companies
China: 1 / Asia: 4

Technical Partners
South America: 2 companies
China: 3 / Asia: 6

Partnerships in 6 countries and 1 region support worldwide supply of our products

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