

Earnings Results Presentation

FY2025 3Q (112th term)

February 2026
Futaba Industrial Co., Ltd.

FUTABA



1 . FY2025 3Q Financial Results

2 . FY2025 Forecast

3 . Appendix

Unit: 100Mill JPY

	FY2025 3Q	FY2024 3Q	Diff	Diff Ratio
Sales [Incl.DS]	5,025	5,264	▲239	▲4.6%
[Excl.DS]	3,317	3,281	+35	+1.1%
Operating Profit	135 (2.7%) (4.1%)	99 (1.9%) (3.0%)	+36	+36.9%
Ordinary Profit	150 (3.0%) (4.5%)	98 (1.9%) (3.0%)	+52	+53.2%
Profit attributable to owners of parent	109 (2.2%) (3.3%)	27 (0.5%) (0.9%)	+81	+290.9%
Exchange rate (1 USD)	148.7 JPY	152.6 JPY	▲3.8 JPY	

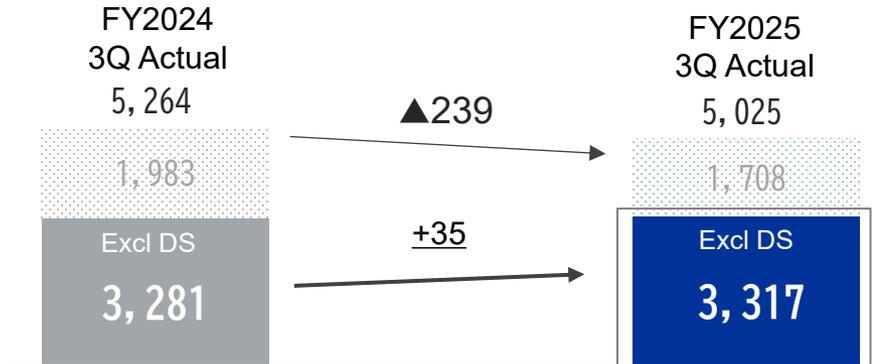
The figure in () shows profit/sales ratio Upper row: Incl. DS Lower row: Excl. DS

◆ Sales

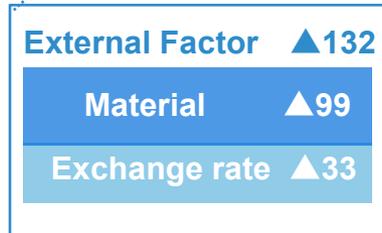
■ Sales(Excl. DS)
 □ DS amount

Unit : 100 Mill JPY

■ Excluding DS parts



■ Excluding DS parts & Material Impact, Exchange rate Impact



- Sales including DS parts : ▲239
- Sales excluding DS parts : +35
- Sales excluding external factor(Material & Exchange Rate) : **+168** <+5.1%>

• DS Parts?

Direct Supply Parts. It is the parts supplied by customers. The selling price including DS parts includes values of parts supplied by customers. No Profit Impact

• Material Impact?

Due to changes in market, Unit purchase prices of materials and material cost in sales prices fluctuate by the same amount. No Profit Impact

• Exchange rate Impact?

When converting the financial figure of overseas subsidiaries into JPY, the differences in exchange rates between the previous year and the current year affects the sales amount.

Unit : 100 Mill JPY

		FY2025 3Q	FY2024 3Q	Diff	Diff Ratio
Japan	Sales [Excl.DS]	1,563	1,597	▲33	▲2.1%
	Operating Profit	50 (3.2%)	39 (2.5%)	+11	+28.4%
North America	Sales [Excl.DS]	1,006	907	+99	+10.9%
	Operating Profit	36 (3.6%)	14 (1.6%)	+22	+156.6%
Europe	Sales [Excl.DS]	298	279	+18	+6.6%
	Operating Profit	13 (4.6%)	11 (4.1%)	+2	+19.2%
China	Sales [Excl.DS]	399	447	▲48	▲10.8%
	Operating Profit	27 (7.0%)	20 (4.5%)	+7	+36.4%
Asia	Sales [Excl.DS]	131	142	▲11	▲7.9%
	Operating Profit	7 (5.6%)	14 (10.4%)	▲7	▲50.3%
Consolidated Adjustment	Sales [Excl.DS]	▲80	▲92	+11	
	Operating Profit	▲0	▲1	+0	
Total	Sales [Excl.DS]	3,317	3,281	+35	+1.1%
	Operating Profit	135 (4.1%)	99 (3.0%)	+36	+36.9%

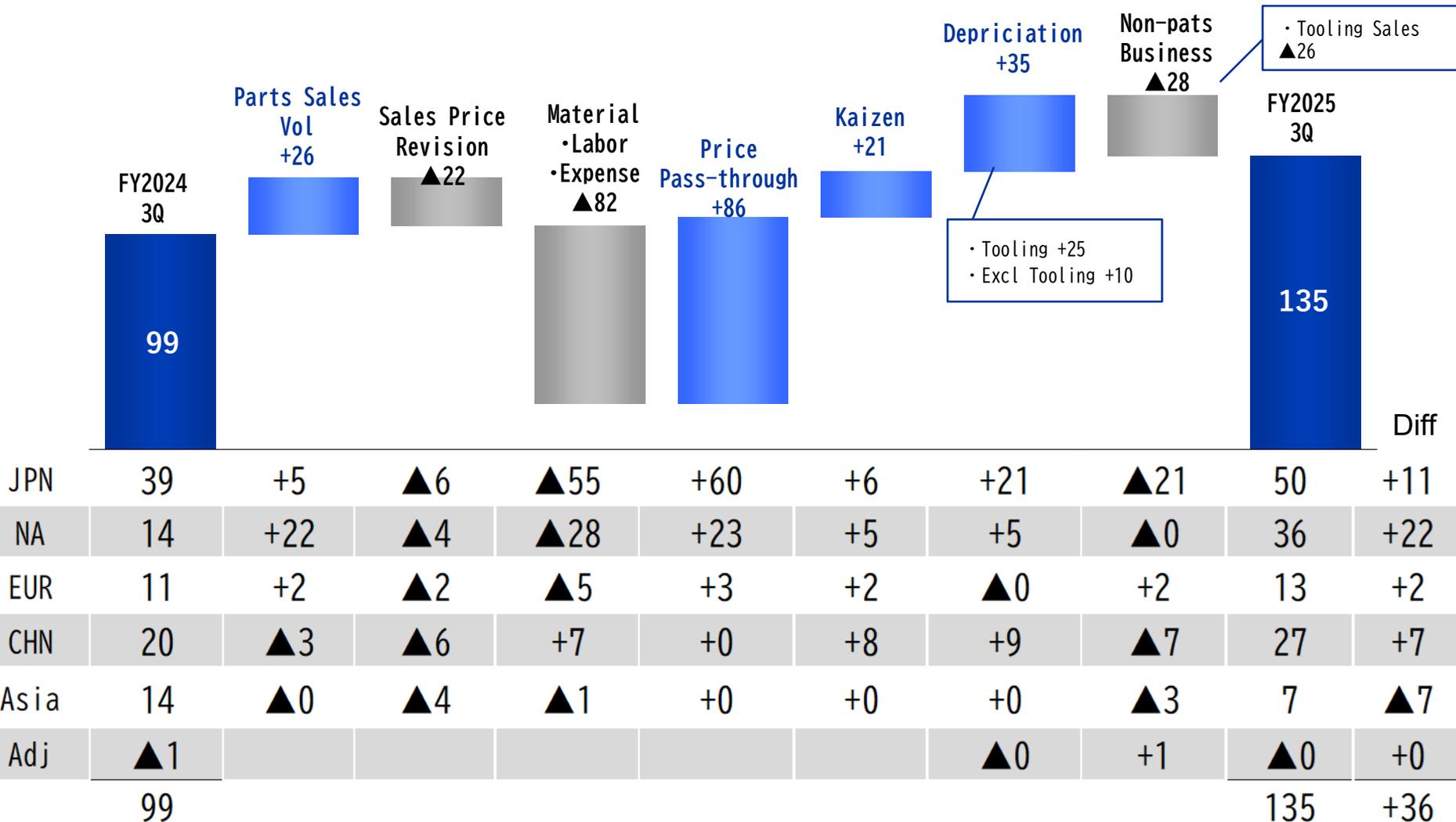
The figure in () shows profit / sales ratio

OP Flux Analysis FY24 3Q vs FY25 3Q

Unit : 100 Mill JPY

Gap Total **+36** (99 → 135)

Favorable
Unfavorable



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FY2025 Forecast

Regarding the FY25 forecast, we revised upward the sales forecast announced on October 30, based on a review of the assumed exchange rates and the current situation.

Unit : 100 Mill JPY

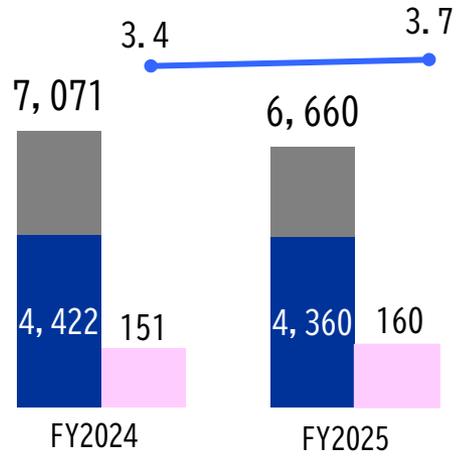
	FY2025 Revised Forecast	FY2025 Previous Forecast	Diff	Diff Ratio	FY2024 Actual	Diff
Sales [Incl.DS]	6,660	6,500	+160	+2.5%	7,071	▲411
[Excl.DS]	4,360	4,300	+60	+1.4%	4,422	▲62
Operating Profit	160 (2.4%) (3.7%)	160 (2.5%) (3.7%)	—	—	151 (2.1%) (3.4%)	+8
Ordinary Profit	160 (2.4%) (3.7%)	160 (2.5%) (3.7%)	—	—	132 (1.9%) (3.0%)	+27
Profit attributable to owners of parent	120 (1.8%) (2.8%)	120 (1.8%) (2.8%)	—	—	62 (0.9%) (1.4%)	+57
Exchange rate (1 USD)	150 JPY	145 JPY	+5 JPY		152 JPY	

The figure in () shows profit/sales ratio Upper row: Incl. DS Lower row: Excl. DS

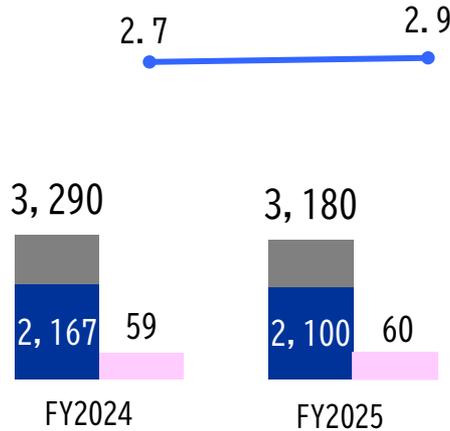
Unit:100 Mill JPY

■ Sales Incl.DS ■ Operation Profit
■ Sales Excl.DS —●— Operating profit/sales Excl.DS ratio

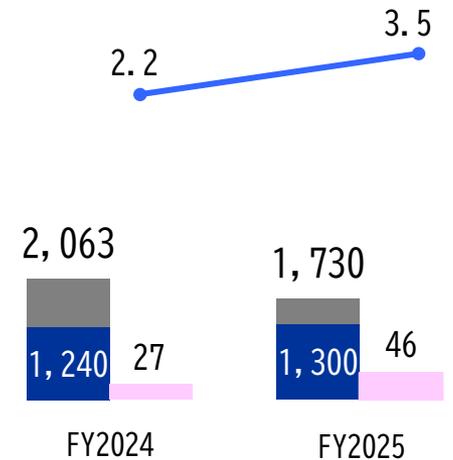
Total



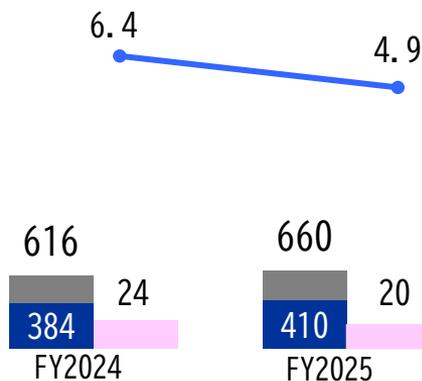
JPN



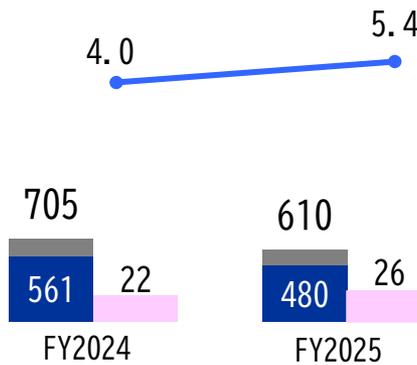
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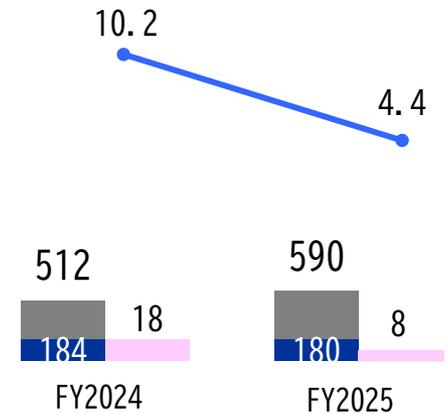
EUR



CHN



Asia

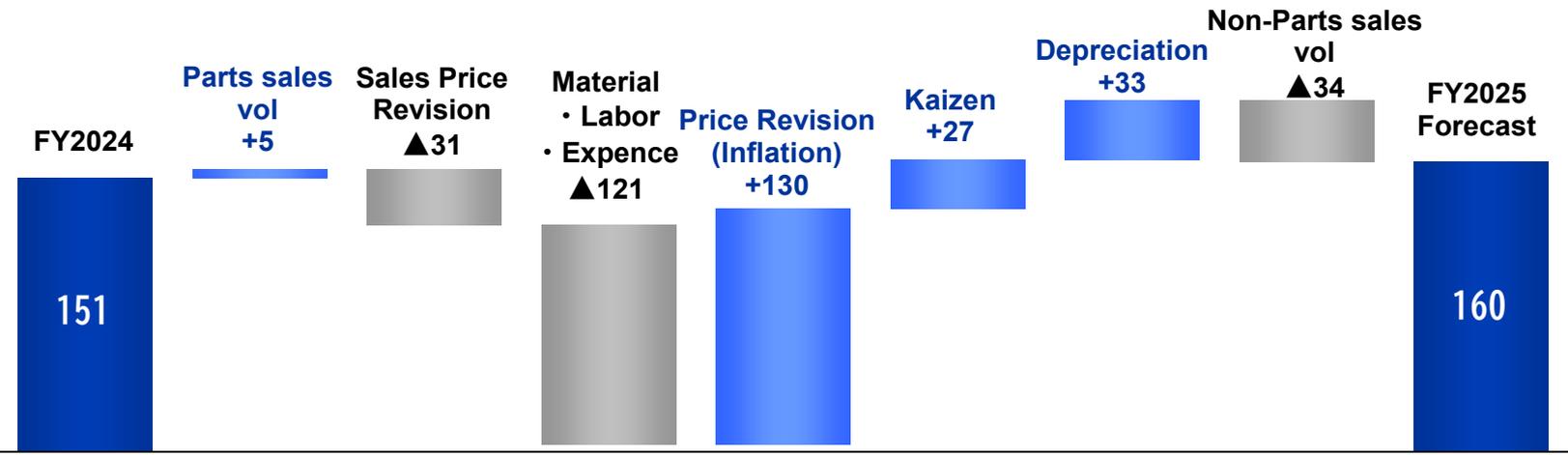


OP Flux Analysis FY24 vs FY25 Forecast

GAP Total +8 (151 → 160)

Unit : 100 Mill JPY

■ Favorable
■ Unfavorable



	FY2024	Parts sales vol	Sales Price Revision	Material · Labor · Expeunce	Price Revision (Inflation)	Kaizen	Depreciation	Non-Parts sales vol	FY2025 Forecast	Diff
JPN	59	+2	▲10	▲75	+81	+8	+18	▲23	60	+1
NA	27	+9	▲6	▲42	+45	+8	+5	▲1	46	+19
EUE	24	+2	▲3	▲10	+4	+2	+0	+1	20	▲4
CHN	22	▲8	▲6	+7	+0	+9	+10	▲8	26	+4
Asia	18	+0	▲6	▲1	+0	+0	+0	▲3	8	▲10
Adj	▲0						+0	+0	0	+0
	151								160	+8

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Sales by customer

The figure in () shows profit /sales ratio Unit : 100 Mill JPY

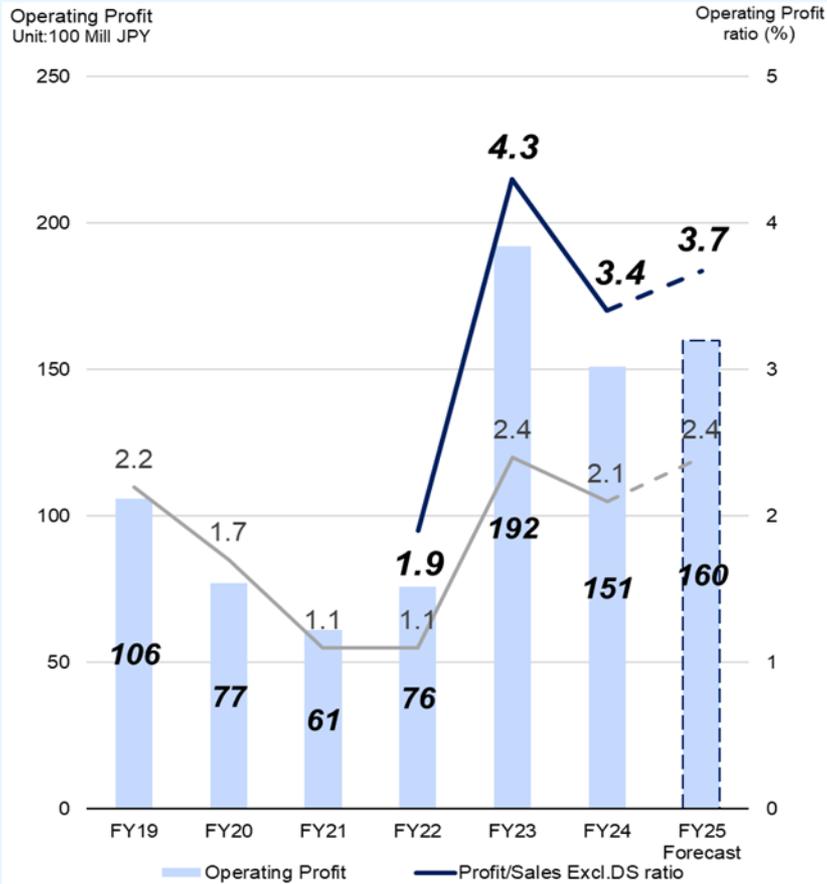
Incl.DS	FY2025 3Q		FY2024		Diff	Diff Ratio
※1Toyota Group	4,085	(81.3%)	4,329	(82.2%)	▲243	▲5.6%
Suzuki	440	(8.8%)	421	(8.0%)	+19	+4.7%
Mitsubishi Motors	140	(2.8%)	143	(2.7%)	▲3	▲2.1%
※2 Nissan Group	75	(1.5%)	67	(1.3%)	+7	+10.7%
Honda	61	(1.2%)	67	(1.3%)	▲5	▲8.3%
Other	221	(4.4%)	235	(4.5%)	▲14	▲6.0%
Total	5,025	(100.0%)	5,264	(100.0%)	▲239	▲4.6%

Excl.DS

※1Toyota Group	2,841	(85.6%)	2,782	(84.8%)	+59	+2.1%
Suzuki	158	(4.8%)	165	(5.0%)	▲6	▲3.8%
Mitsubishi Motors	76	(2.3%)	83	(2.5%)	▲7	▲8.8%
※2 Nissan Group	56	(1.7%)	49	(1.5%)	+6	+13.0%
Honda	47	(1.4%)	51	(1.6%)	▲3	▲7.8%
Other	137	(4.2%)	150	(4.6%)	▲12	▲8.3%
Total	3,317	(100.0%)	3,281	(100.0%)	+35	+1.1%

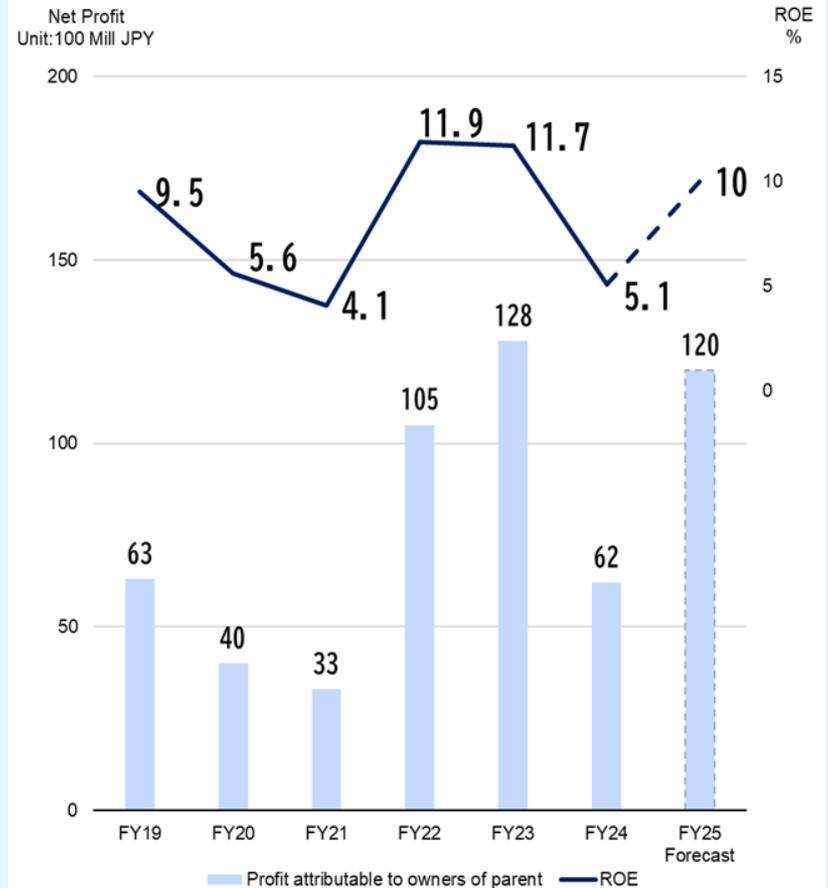
※1 Toyota Group includes Daihatsu and Hino Motors, etc. ※2 Nissan Group includes Nissan Shatai

Operating Profit Ratio



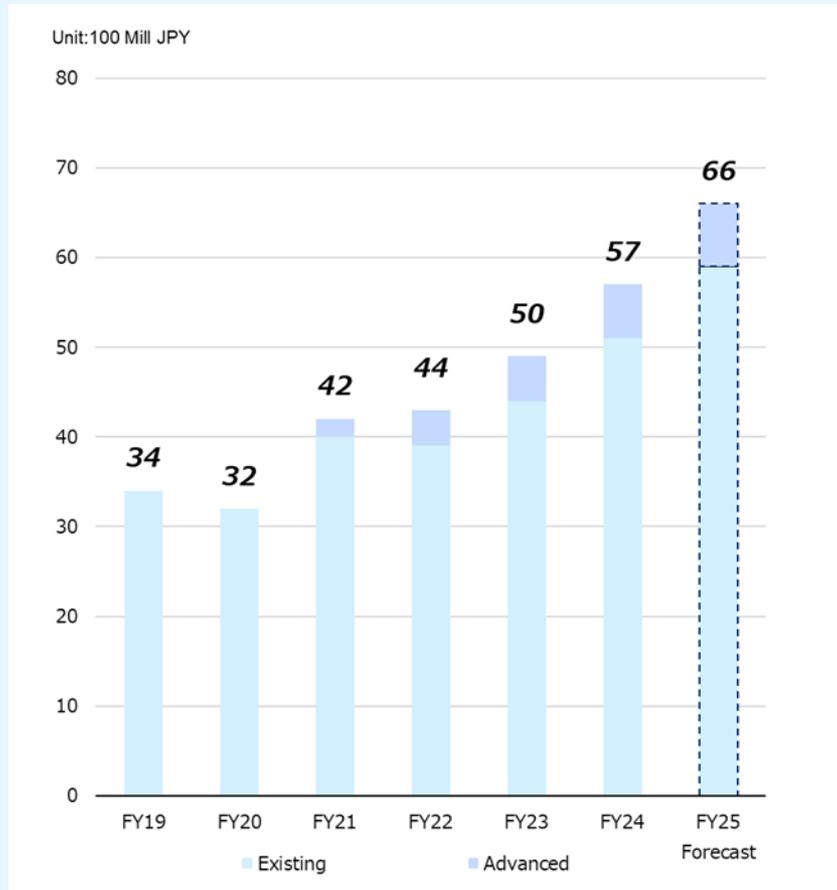
Plan : Profit/Sales Excl.DS ratio of 5% for FY27

ROE



Plan : ROE of 10% or more
Achieve an ROE of 10% by ensuring sustainable revenue growth and realize a PBR of 1 or more

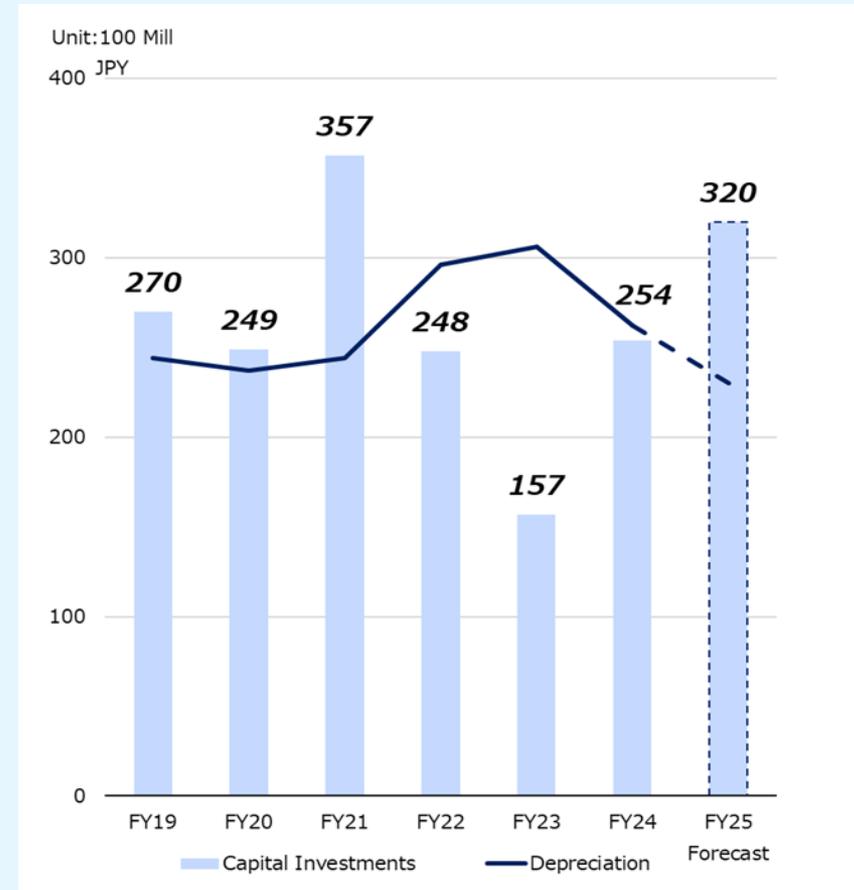
Investments in growth (R&D expense)



Increase the ratio of R&D expense to net sales from 1% to a range of 2% to 3%

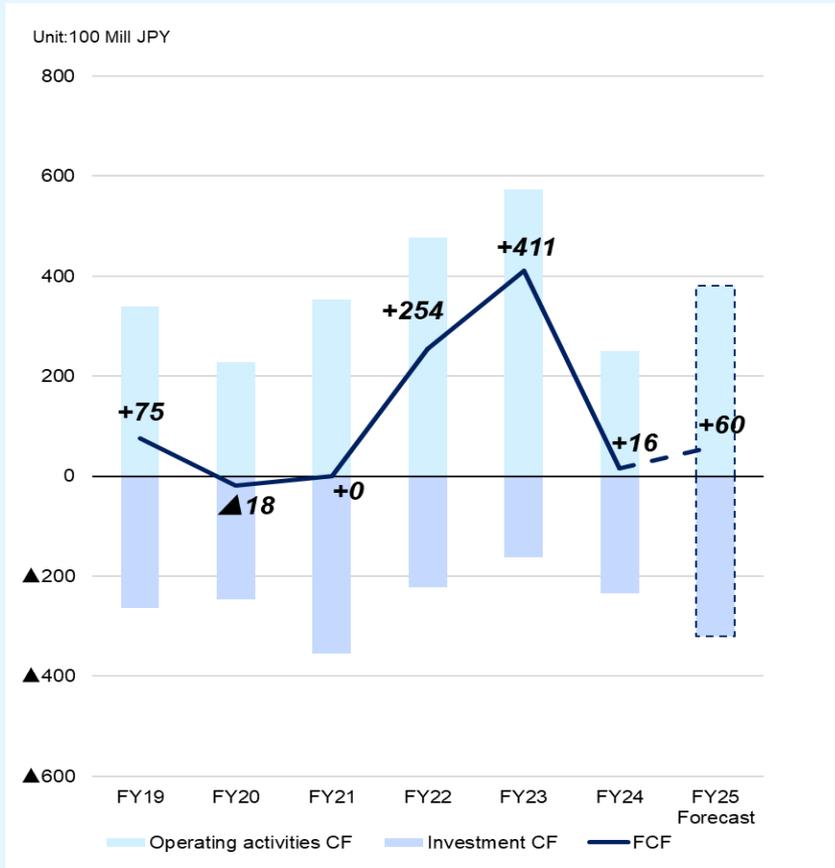
Shift from existing fields to advanced fields.

Capital investments



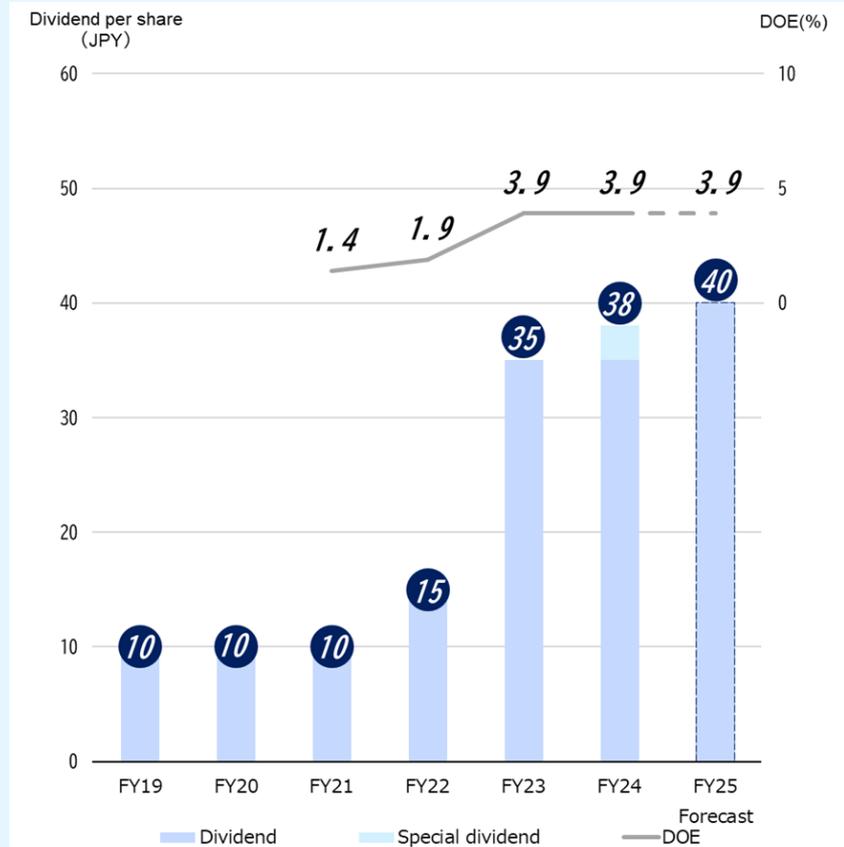
Since the financial structure has improved, we will implement measures aimed at existing businesses, commercializing new business, and strengthening our management foundation.

Free • Cash • Flow (FCF)



Enhance profitability and utilize it for growth investments and shareholder return

Shareholder Returns



Implement a progressive dividend with a minimum dividend on equity (DOE) of 3.5%, and strive to enhance profit returns to shareholders

FUTABA

<https://www.futabasangyo.com/>

【 Precautions 】

The outlook regarding our company (including consolidated subsidiaries) disclosed in this document is based on information currently available to our management and is subject to risks and uncertainties. Therefore, we kindly ask you to refrain from solely relying on these performance forecasts for investment decisions. Please be aware that actual performance may significantly differ from these performance forecasts due to various important factors. Critical elements that may affect actual performance include economic conditions surrounding our company, consolidated subsidiaries, and equity method affiliates' business domains, market trends, and exchange rates, including the USD-to-JPY rate.

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