Create Beyond
80th Better Forever All Together

Earnings Results Presentation

FY2025 2Q (112th term)

FUTABA

November 2025

Futaba Industrial Co., Ltd.

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1 . FY2025 2Q Financial Results

2 . FY2025 Forecast

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PL Summary

Unit : 100 Mill JPY

	FY2025 2Q	FY2024 2Q	Diff	Diff Ratio
Sales [Incl.DS]	3,294	3,493	▲198	▲5.7%
[Excl.DS]	2,189	2,162	+27	+1.3%
Operating Profit	86 (2.6%) (3.9%)	54 (1.6%) (2.5%)	+31	+58.1%
Ordinary Profit	87 (2.7%) (4.0%)	35 (1.0%) (1.6%)	+52	+146.4%
Profit attributable to owners of parent	63 (1.9%) (2.9%)	15 (0.5%) (0.7%)	+48	+302.4%
The figure in （） shows profit/sales ratio Upper row: Incl. DS Lower row: Excl. DS				
Exchange rate (1 USD)	146.0 JPY	152.6 JPY	▲6.6 JPY	

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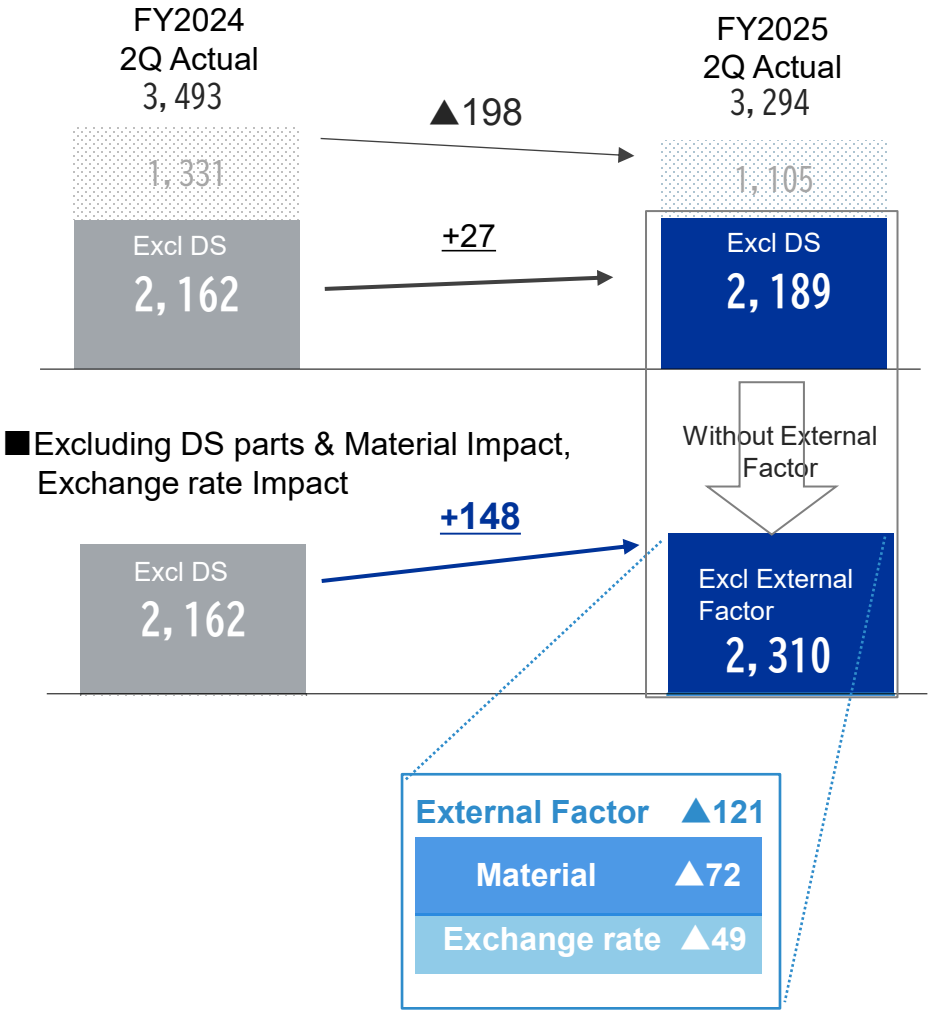
◆ Sales

Sales(Excl. DS)
DS amount

Unit：100 Mill JPY

■Excluding DS parts



■Excluding DS parts & Material Impact, Exchange rate Impact

- Sales including DS parts : ▲198
- Sales excluding DS parts : +27
- Sales excluding external factor(Material & Exchange Rate) : **+148〈+6.8%〉**

- 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.

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Sales & Operating Profit by segments Excl.DS

Unit:100 Mill JPY

		FY2025 2Q		FY2024 2Q		Diff	Diff Ratio
Japan	Sales [Excl.DS]	1,028		1,038		▲9	▲0.9%
	Operating Profit	31	(3.1%)	23	(2.3%)	+8	+34.8%
North America	Sales [Excl.DS]	678		623		+54	+8.7%
	Operating Profit	29	(4.3%)	9	(1.5%)	+20	+221.0%
Europe	Sales [Excl.DS]	187		186		+0	+0.5%
	Operating Profit	6	(3.5%)	5	(3.1%)	+0	+12.1%
China	Sales [Excl.DS]	258		273		▲14	▲5.5%
	Operating Profit	15	(6.1%)	7	(2.9%)	+7	+97.3%
Asia	Sales [Excl.DS]	86		94		▲8	▲8.6%
	Operating Profit	3	(3.5%)	8	(8.6%)	▲5	▲62.7%
Consolidated Adjustment	Sales [Excl.DS]	▲49		▲54		+4	
	Operating Profit	▲0		▲0		▲0	
Total	Sales [Excl.DS]	2,189		2,162		+27	+1.3%
	Operating Profit	86	(3.9%)	54	(2.5%)	+31	+58.1%

The figure in ( ) shows profit / sales ratio

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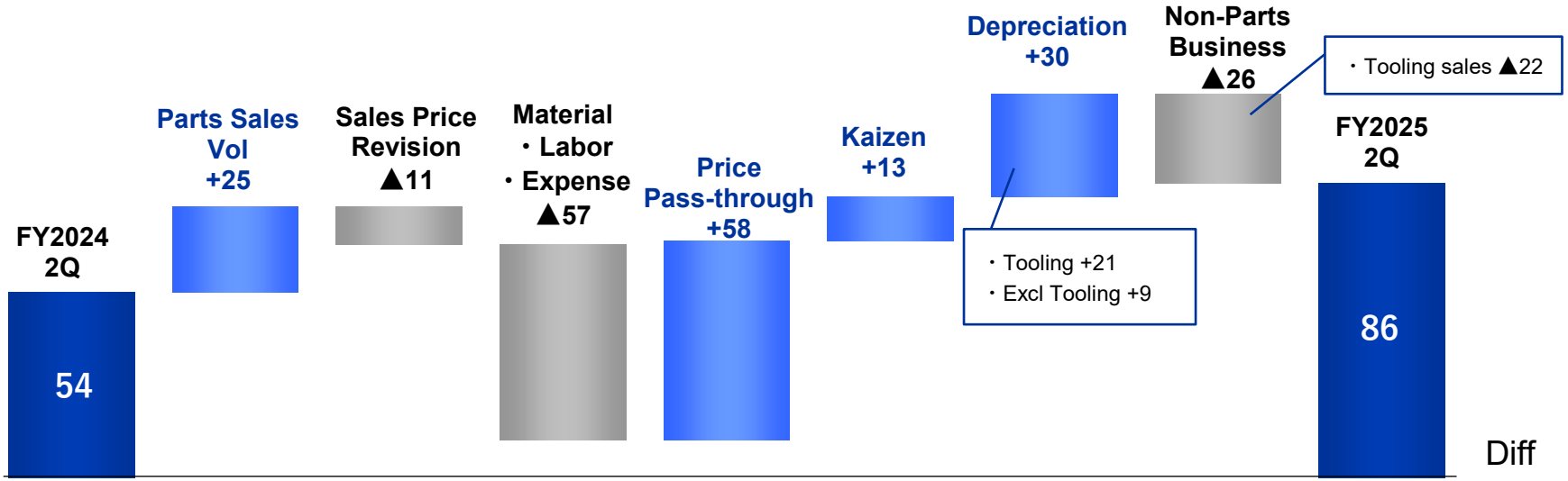
Op Flux Analysis　FY2024 2Q vs FY2025 2Q

Gap Total **+31** (54 → 86)

Unit:100 Mill JPY

Favorable
Unfavorable



	FY2024 2Q	Parts Sales Vol +25	Sales Price Revision ▲11	Material ・Labor ・Expense ▲57	Price Pass-through +58	Kaizen +13	Depreciation +30	Non-Parts Business ▲26	FY2025 2Q	Diff
JPN	23	+8	▲3	▲42	+39	+4	+19	▲17	31	+8
NA	9	+15	▲3	▲15	+16	+4	+4	▲1	29	+20
EUR	5	+1	▲2	▲3	+3	+1	▲0	+0	6	+0
CHN	7	+2	▲3	+5	+0	+4	+7	▲6	15	+7
Asia	8	▲1	—	▲2	+0	+0	+0	▲2	3	▲5
Adj	▲0						▲0	+0	▲0	▲0
	54								86	+31

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FY2025 Forecast

Regarding the FY25 forecast, based on the first half results and the situation in the second half, the FY25 forecast announced on July 30 has been revised upward.

Unit： 100 Mill JPY

	FY2025 Revised Forecast	FY2025 Previous Forecast	Diff	Diff Ratio	FY2024 Actual	Diff
Sales [Incl.DS]	6,500	6,800	▲300	▲4.4%	7,071	▲571
Sales [Excl.DS]	4,300	4,200	+100	+2.4%	4,422	▲122
Operating Profit	160 (2.5%) (3.7%)	155 (2.3%) (3.7%)	+5	+3.2%	151 (2.1%) (3.4%)	+8
Ordinary Profit	160 (2.5%) (3.7%)	155 (2.3%) (3.7%)	+5	+3.2%	132 (1.9%) (3.0%)	+27
Profit attributable to owners of parent	120 (1.8%) (2.8%)	115 (1.7%) (2.7%)	+5	+4.3%	62 (0.9%) (1.4%)	+57

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

Exchange rate (1 USD)	145 JPY	145 JPY			152 JPY	

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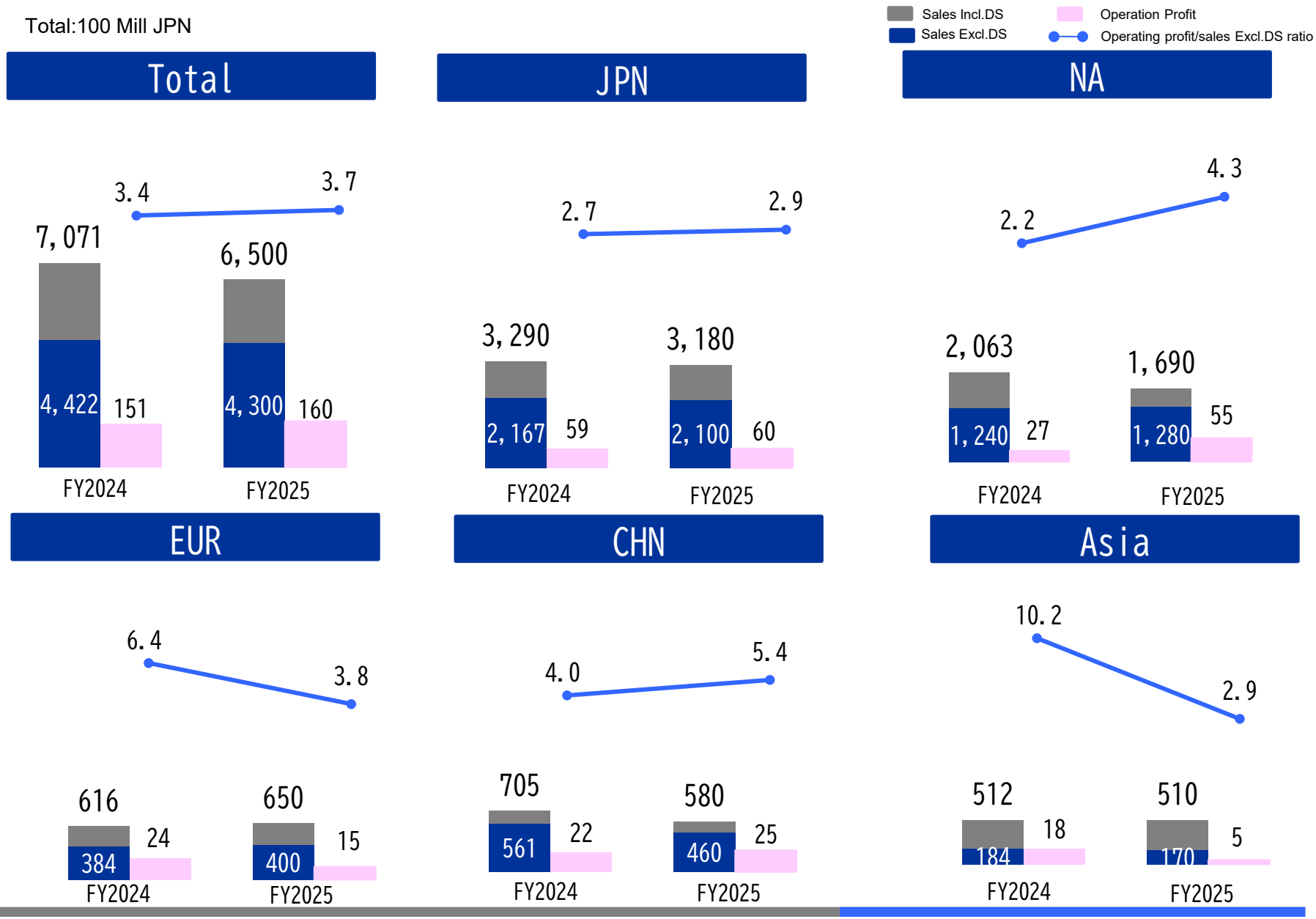
Sales & Operating Profit by segments FY2024 VS FY2025 Forecast

Total:100 Mill JPN



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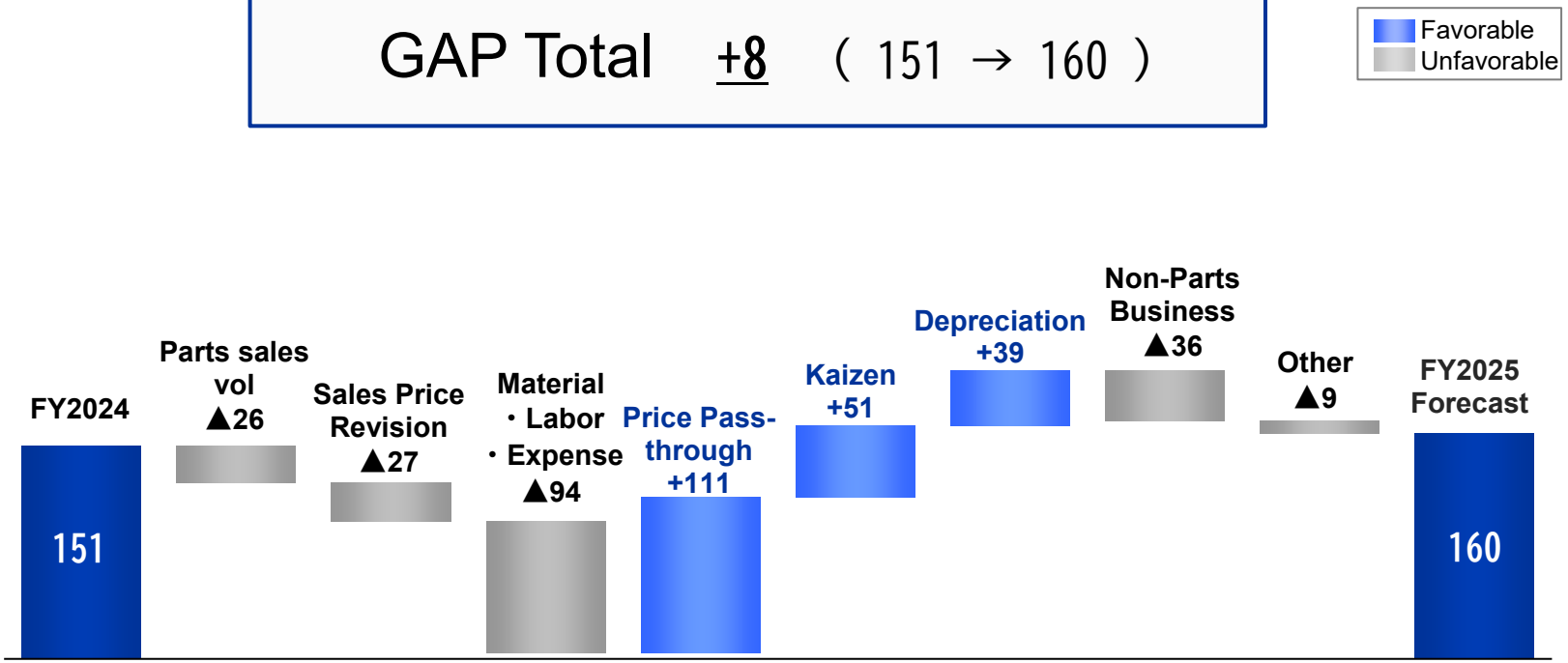
OP Flux Analysis FY24 vs FY25 Forecast

GAP Total +8 (151 → 160)

Unit：100 Mill JPY



											Diff
JPN	59	▲8	▲9	▲68	+80	+10	+22	▲21	▲5	60	+1
NA	27	+1	▲3	▲25	+29	+20	+5	▲2	+3	55	+28
EUR	24	▲4	▲1	▲10	+2	+4	+0	+2	▲2	15	▲9
CHN	22	▲10	▲8	+8	+0	+15	+12	▲13	▲1	25	+3
Asia	18	▲5	▲6	+1	+0	+2	+0	▲2	▲3	5	▲13
Adj	▲0	–	–	–	–	–	+0	+0	—	0	+0
	151									160	+8

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Sales by customer

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

Incl.DS	FY2025 2Q		FY2024 2Q		Diff	Diff Ratio
※1Toyota Group	2,707	(82.2%)	2,882	(82.5%)	▲175	▲6.1%
Suzuki	269	(8.2%)	280	(8.0%)	▲11	▲4.1%
Mitsubishi Motors	91	(2.8%)	89	(2.6%)	+2	+2.7%
※2 Nissan Group	48	(1.5%)	42	(1.2%)	+5	+13.5%
Honda	39	(1.2%)	41	(1.2%)	▲2	▲5.8%
Other	139	(4.2%)	156	(4.5%)	▲17	▲11.1%
Total	3,294	(100.0%)	3,493	(100.0%)	▲198	▲5.7%
Excl.DS						
※1Toyota Group	1,881	(86.0%)	1,834	(84.8%)	+47	+2.6%
Suzuki	102	(4.7%)	110	(5.1%)	▲8	▲8.0%
Mitsubishi Motors	51	(2.4%)	52	(2.4%)	▲0	▲1.0%
※2 Nissan Group	35	(1.6%)	31	(1.5%)	+3	+12.6%
Honda	30	(1.4%)	32	(1.5%)	▲1	▲5.3%
Other	87	(4.0%)	100	(4.6%)	▲13	▲13.2%
Total	2,189	(100.0%)	2,162	(100.0%)	+27	+1.3%

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

※2　Nissan Group includes Nissan Shatai

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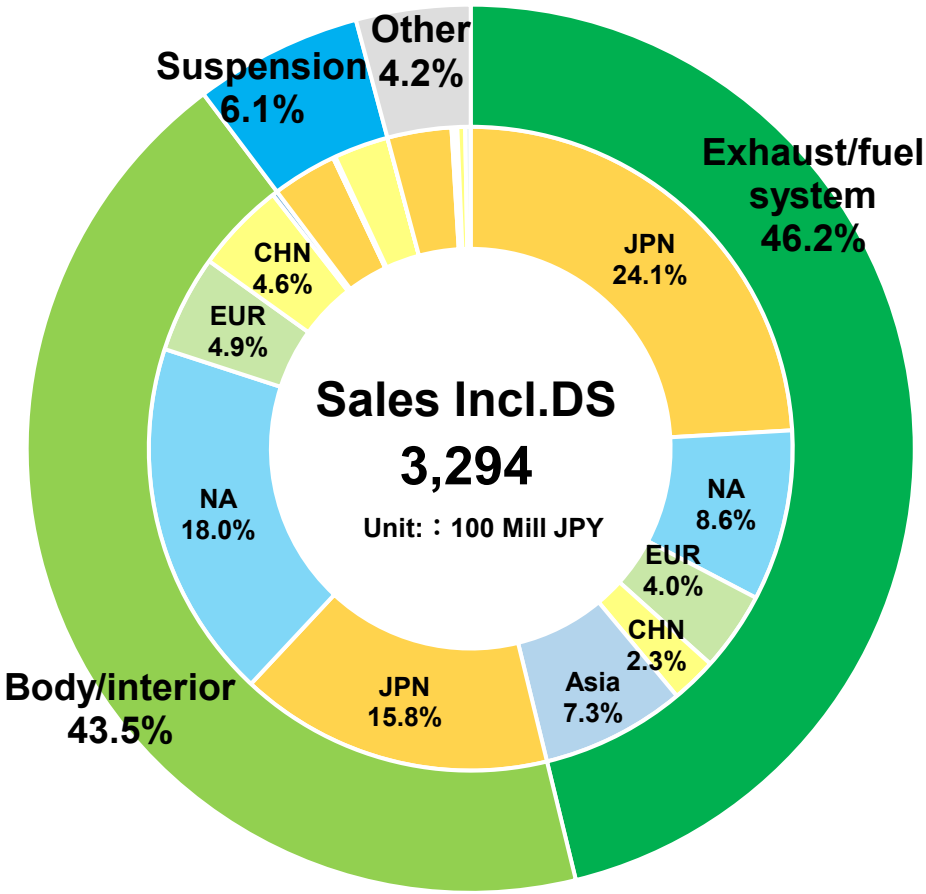
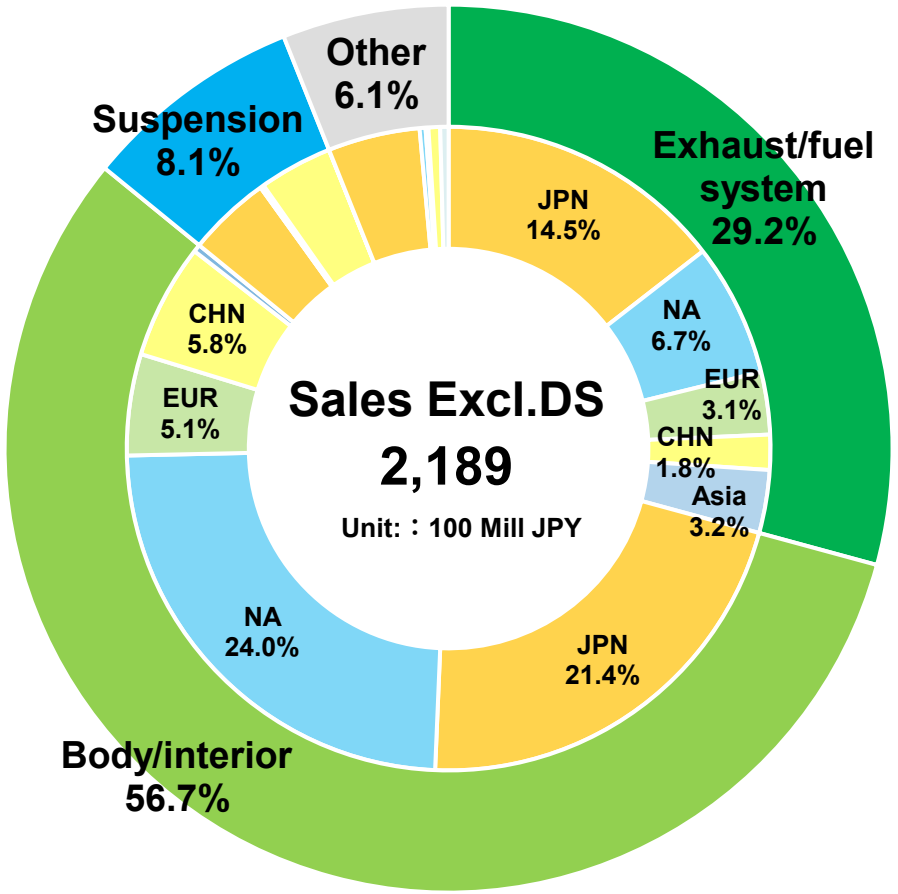
FY2025 2Q Percentage of sales by Product Category





Compare Sales Incl.DS parts to Sales Excl.DS parts

Exhaust and fuel system parts 46.2%→29.2%（▲17.0pt）

Body and Interior parts 43.5%→56.7%（+13.2pt）

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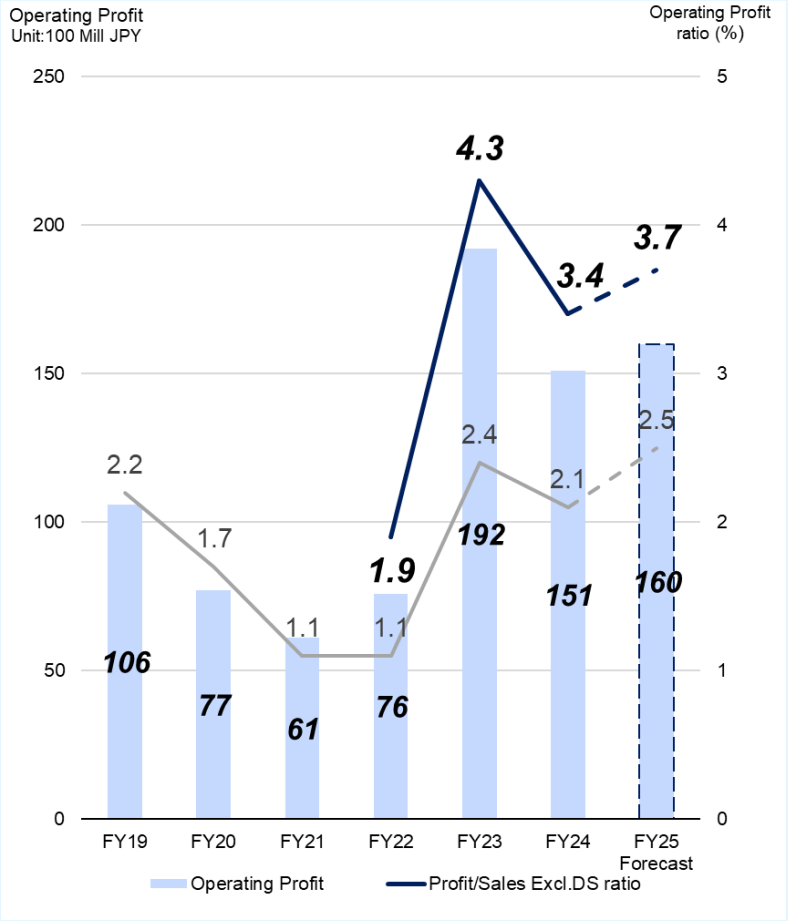
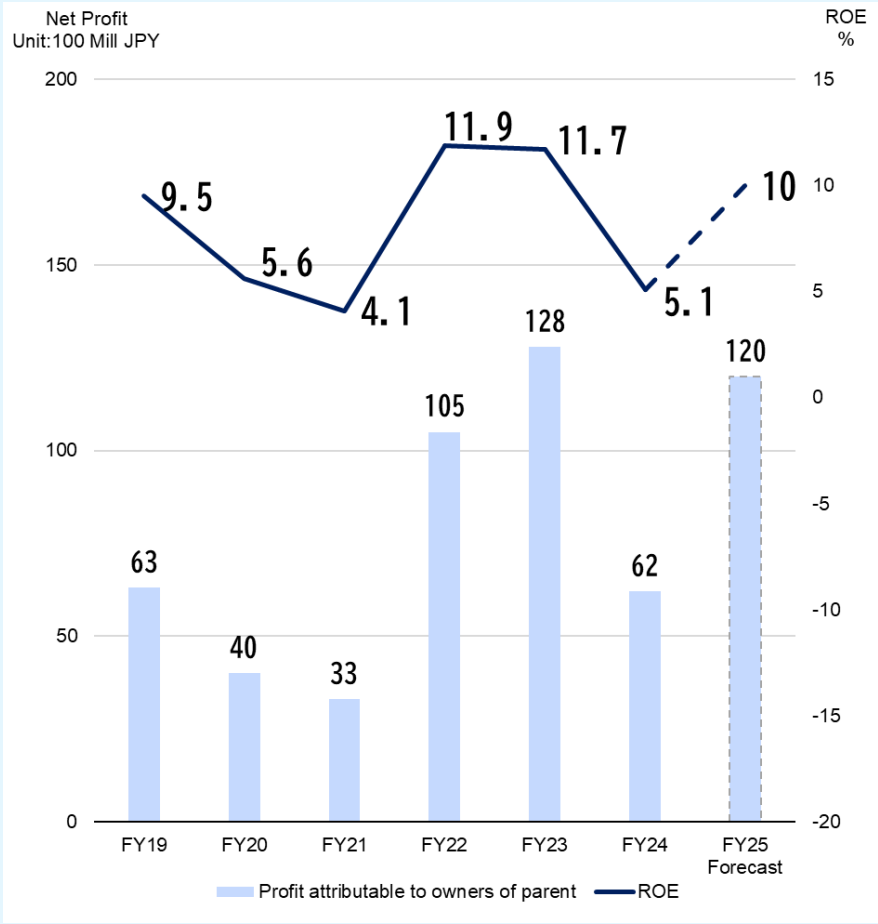
KPI

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

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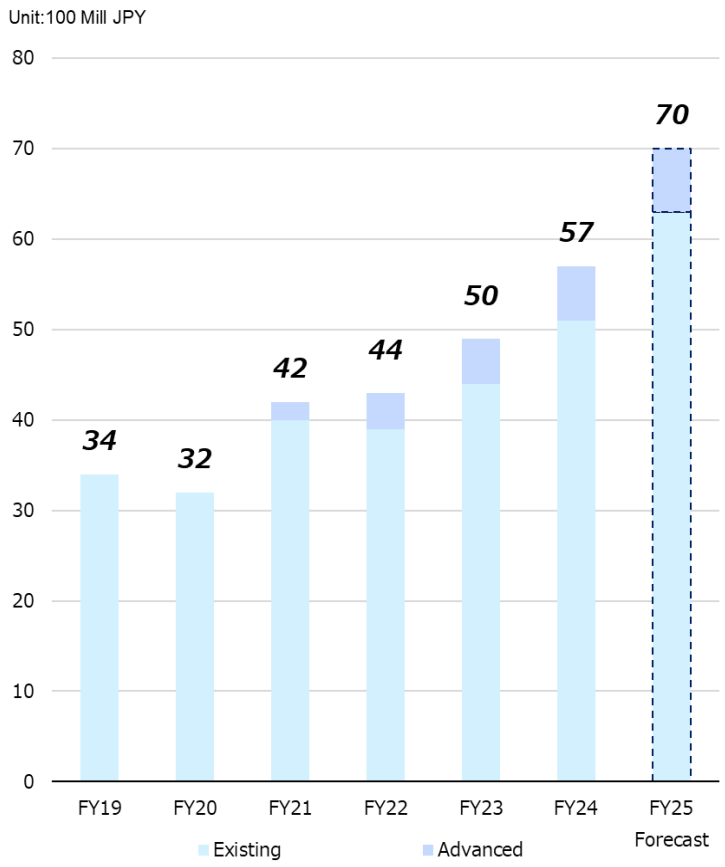
Improve Financial Condition

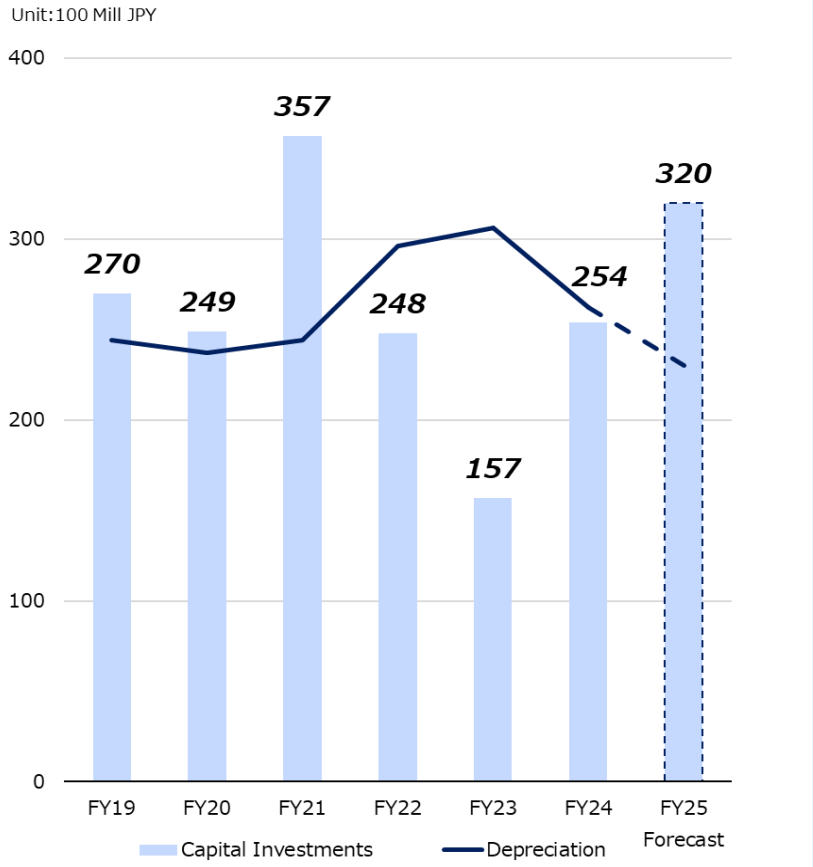
Investments in growth（R&D expense）



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 implements aimed at existing businesses, commercializing new business, and strengthening our management foundation.

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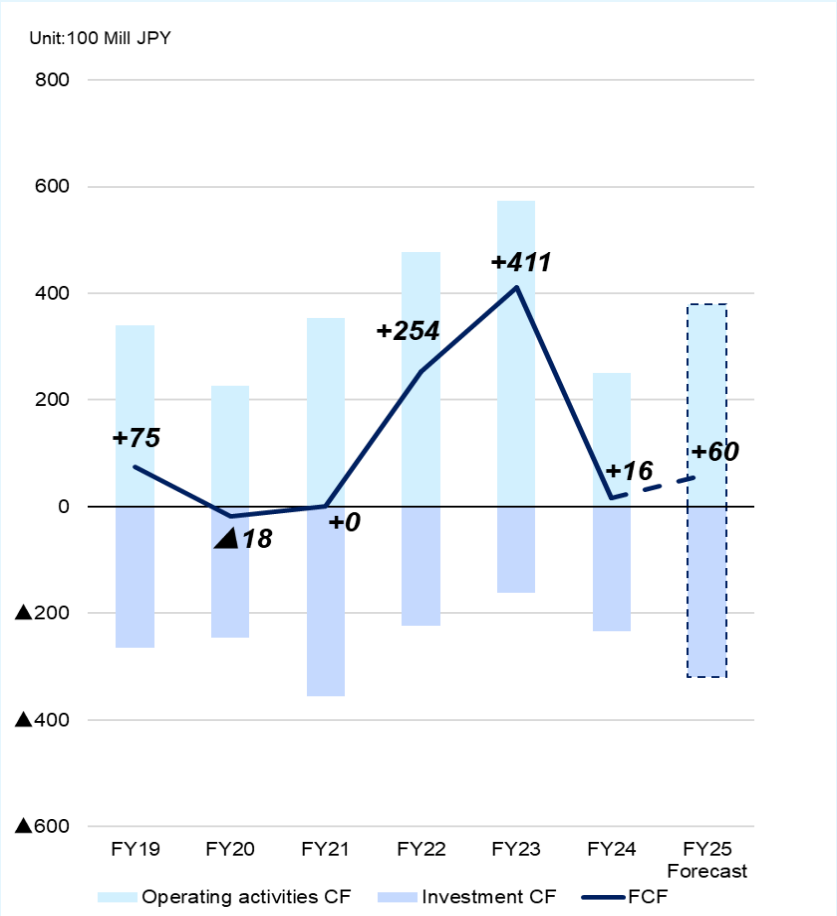
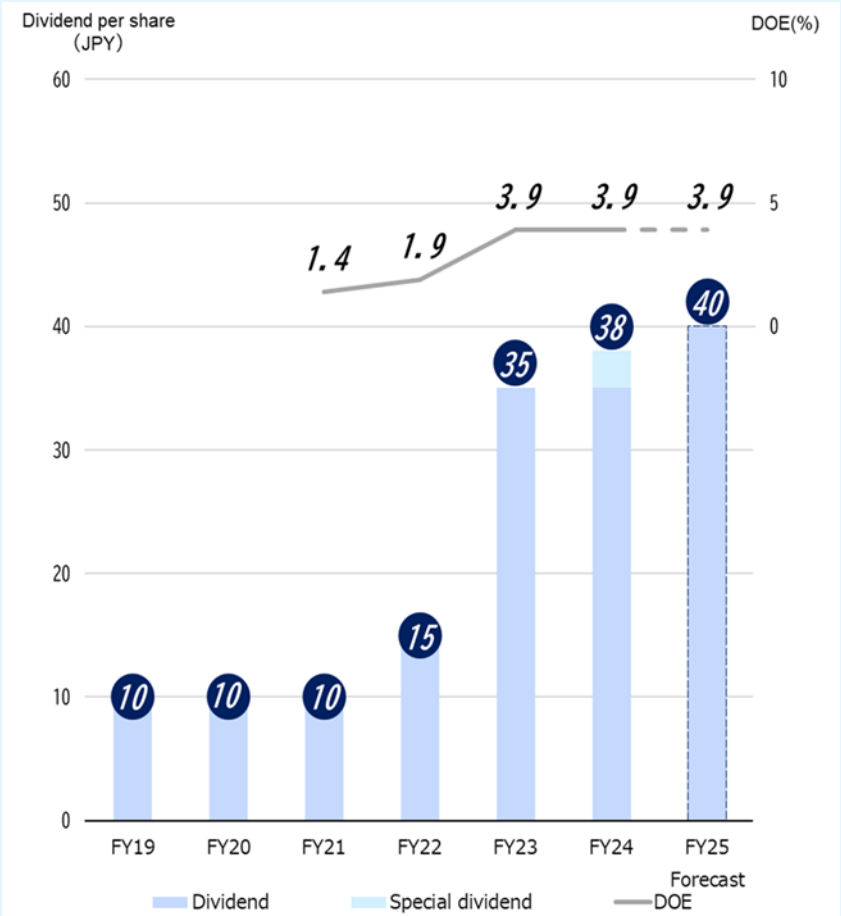
Free Cash Flow



Enhance profitability and utilize it for growth investments and shareholder returns

Shareholder Returns



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

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【 Precautions 】

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