

# Earnings Results Presentation

FY2025 1Q (112th term)

September, 2025  
Futaba Industrial Co., Ltd.

**FUTABA**



## 1. FY2025 1Q Financial Results

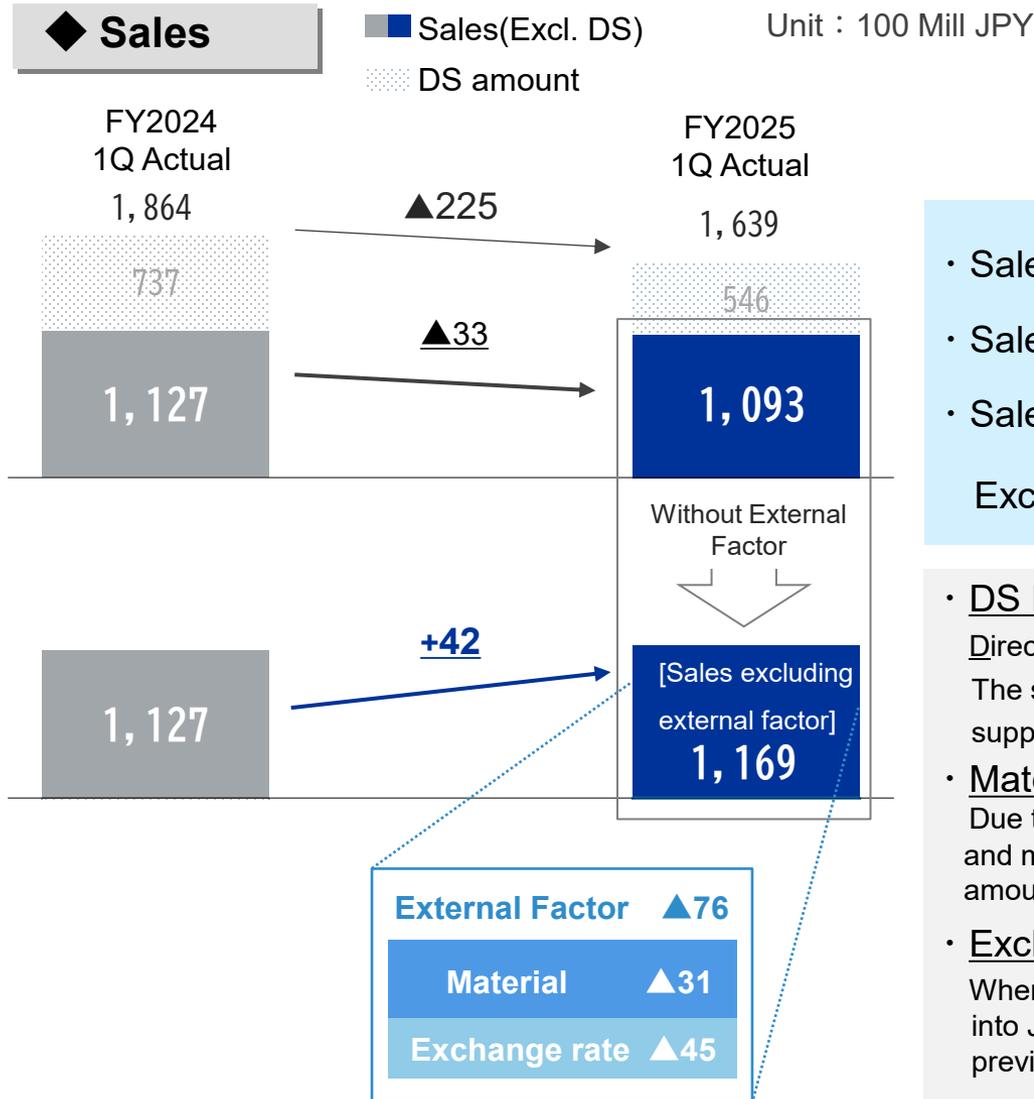
## 2. FY2025 Forecast

## 3. Appendix

Unit : 100 Mill JPY

	FY2025 1Q	FY2024 1Q	Diff	Diff Ratio
Sales [Incl.DS]	1,639	1,864	▲225	▲12.1%
[Excl.DS]	1,093	1,127	▲33	▲3.0%
Operating Profit	41 (2.6%) (3.8%)	36 (1.9%) (3.2%)	+5	+16.0%
Ordinary Profit	39 (2.4%) (3.6%)	39 (2.1%) (3.5%)	▲0	▲0.6%
Profit attributable to owners of parent	26 (1.6%) (2.4%)	23 (1.3%) (2.1%)	+2	+10.2%
Exchange rate (1 USD)	144.6 JPY	155.9 JPY	▲11.3 JPY	

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



- Sales including DS parts : ▲225
- Sales excluding DS parts : ▲33
- Sales excluding external factor(Material & Exchange Rate) : **+42** <+3.7%>

- 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.

# Sales & Operating Profit by segments Excl.DS

Unit:100 Mill JPY

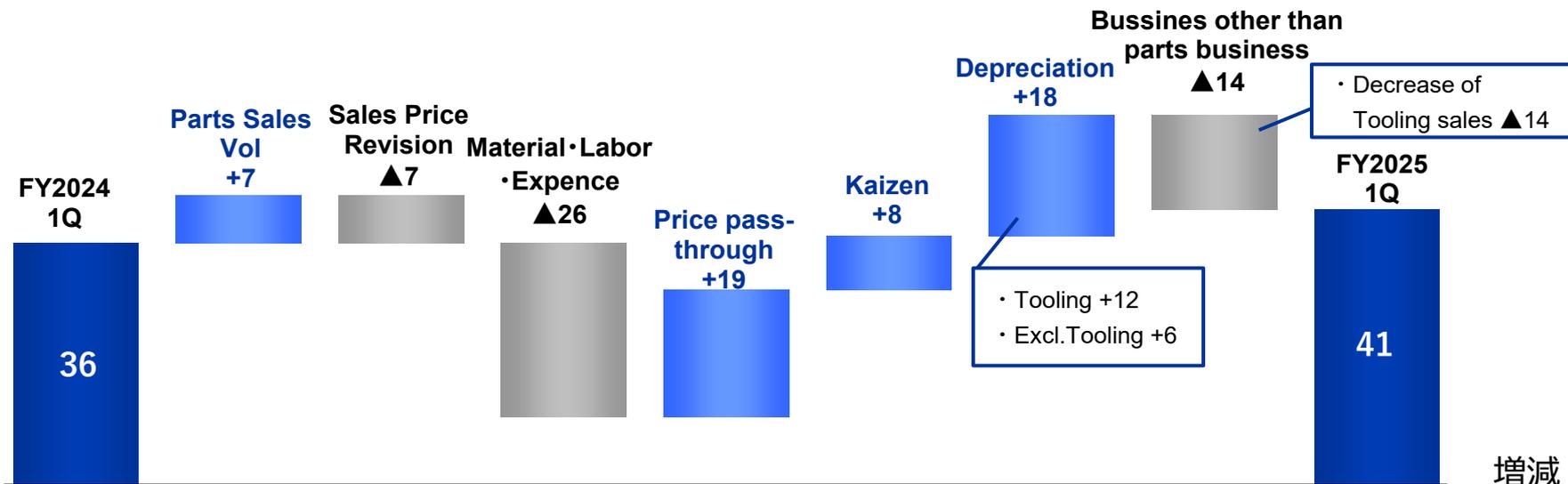
		FY2025 1Q	FY2024 1Q	Diff	Diff Ratio
Japan	Sales [Excl.DS]	504	506	▲1	▲0.3%
	Operating Profit	15 (3.0%)	8 (1.6%)	+7	+87.1%
North America	Sales [Excl.DS]	347	358	▲11	▲3.2%
	Operating Profit	13 (3.9%)	14 (4.1%)	▲1	▲7.7%
Europe	Sales [Excl.DS]	96	102	▲6	▲6.2%
	Operating Profit	6 (6.2%)	4 (4.4%)	+1	+33.2%
China	Sales [Excl.DS]	124	136	▲12	▲9.0%
	Operating Profit	4 (3.7%)	2 (2.2%)	+1	+54.0%
Asia	Sales [Excl.DS]	44	48	▲3	▲7.0%
	Operating Profit	2 (6.5%)	5 (11.9%)	▲2	▲49.5%
Consolidated Adjustment	Sales [Excl.DS]	▲23	▲24	+1	
	Operating Profit	▲0	0	▲0	
Total	Sales [Excl.DS]	1,093	1,127	▲33	▲3.0%
	Operating Profit	41 (3.8%)	36 (3.2%)	+5	+16.0%

The figure in ( ) shows profit / sales ratio

**Gap Total +5 ( 36 → 41 )**

Unit:100 Mill JPY

■ Favorable  
■ Unfavorable



	FY2024 1Q	Parts Sales Vol	Sales Price Revision	Material·Labor·Expense	Price pass-through	Kaizen	Depreciation	Bussines other than parts business	FY2025 1Q	増減
JPN	8	+4	▲2	▲17	+17	+2	+11	▲8	15	+7
NA	14	+3	▲2	▲8	—	+3	+2	+0	13	▲1
EUR	4	▲0	▲1	▲1	+2	+0	+0	+0	6	+1
CHN	2	+1	▲2	+1	—	+3	+4	▲5	4	+1
Asia	5	▲1	—	▲1	—	+0	+0	▲1	2	▲2
ADJ.	0						▲0	+0	▲0	▲0
	36								41	+5

1. FY2025 1Q Financial Results

**2. FY2025 1Q Forecast**

3. Appendix

In light of the unclear impact of the U.S. tariff measures announced on April 24, we have revised FY2025 forecast.

Unit : 100 Mill JPY

	FY2025 Revised Forecast	FY2025 Previous Forecast	Diff	Diff Ratio	FY2024 Actual	Diff
Sales [Incl.DS]	6,800	6,800	—	—	7,071	▲271
Sales [Excl.DS]	4,200	4,200	—	—	4,422	▲222
Operating Profit	155 (2.3%) (3.7%)	160 (2.4%) (3.8%)	▲5	▲3.1%	151 (2.1%) (3.4%)	+3
Ordinary Profit	155 (2.3%) (3.7%)	160 (2.4%) (3.8%)	▲5	▲3.1%	132 (1.9%) (3.0%)	+22
Profit attributable to owners of parent	115 (1.7%) (2.7%)	120 (1.8%) (2.9%)	▲5	▲4.2%	62 (0.9%) (1.4%)	+52

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

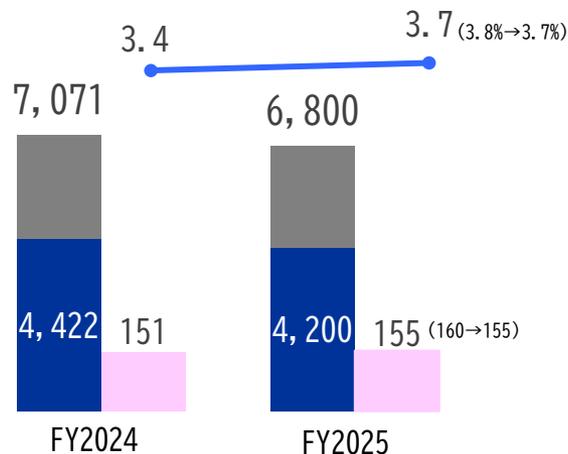
Exchange rate (1 USD)	145 JPY	145 JPY			152 JPY	
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# Sales & Operating Profit by segments FY2024 VS FY2025 Forecast

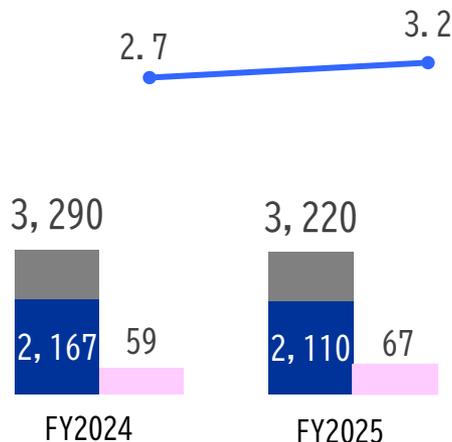
Unit:100 Mill JPY

Sales Incl.DS      Operation Profit  
 Sales Excl.DS      Operating profit/sales Excl.DS ratio  
 Production Volume Unit : 10,000  
 ( ) : Changes from the FY2025 previous forecast

## Total



## JPN



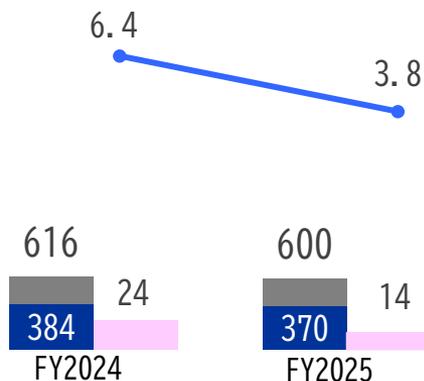
## NA

Bar chart showing NA Sales and Operating Profit for FY2024 and FY2025. The ratio of operating profit to sales (excluding DS) is shown as a line graph. A red dashed box highlights the NA segment with a red text annotation.

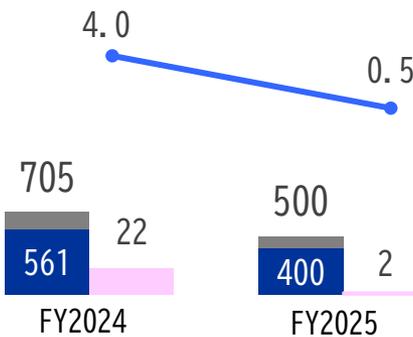
In incorporating the impact of U.S. tariff measures, we have revised operating profit for FY2025 forecast by 500 million

Year	Sales Incl.DS	Sales Excl.DS	Operation Profit	Operating profit/sales Excl.DS ratio
FY2024	2,063	1,240	27	2.2
FY2025	2,110	1,280	61 (66→61)	4.8 (5.2%→4.8%)

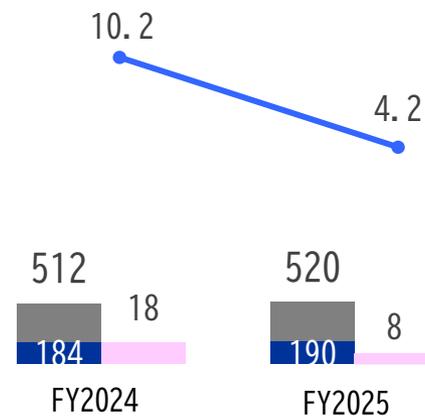
## EUR



## CHN



## Asia

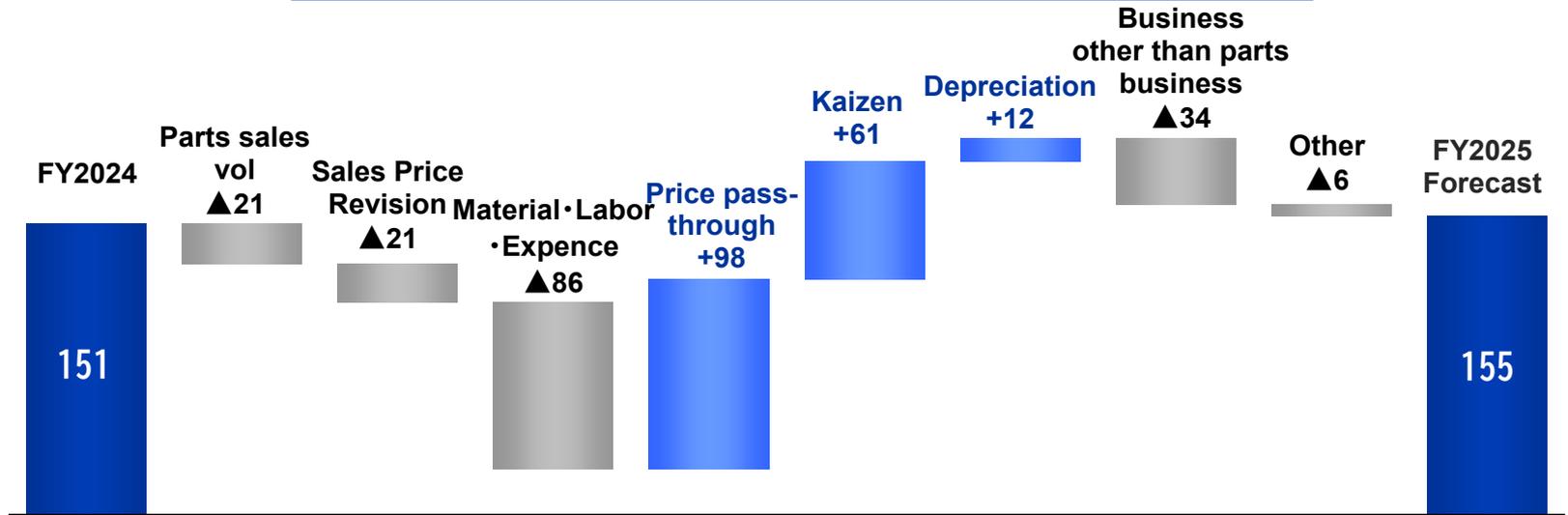


# OP Flux Analysis FY2024 vs FY 2025 Forecast

**GAP Total +3 ( 151 → 155 )**

Unit:100 Mill JPY

■ Favorable  
■ Unfavorable



	FY2024	Parts sales vol	Sales Price Revision	Material·Labor·Expense	Price pass-through	Kaizen	Depreciation	Business other than parts business	Other	FY2025 Forecast	Diff
JPN	59	+11	▲8	▲60	+73	+16	▲3	▲19	▲1	67	+8
NA	27	+6	▲3	▲20	+23	+22	+5	▲2	+3	61	+34
EUR	24	▲4	▲1	▲11	+2	+6	+0	+2	▲6	14	▲10
CHN	22	▲33	▲8	+7	-	+15	+11	▲13	▲0	2	▲20
Asia	18	▲2	▲0	▲2	-	+2	▲1	▲2	▲5	8	▲10
ADJ.	▲0	-	-	-	-	-	-	-	+3	3	+3
<b>Total</b>	<b>151</b>									<b>155</b>	<b>+3</b>

Including the impact of U.S. tariff measures ▲5

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**3. Appendix**

# Sales by customer

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

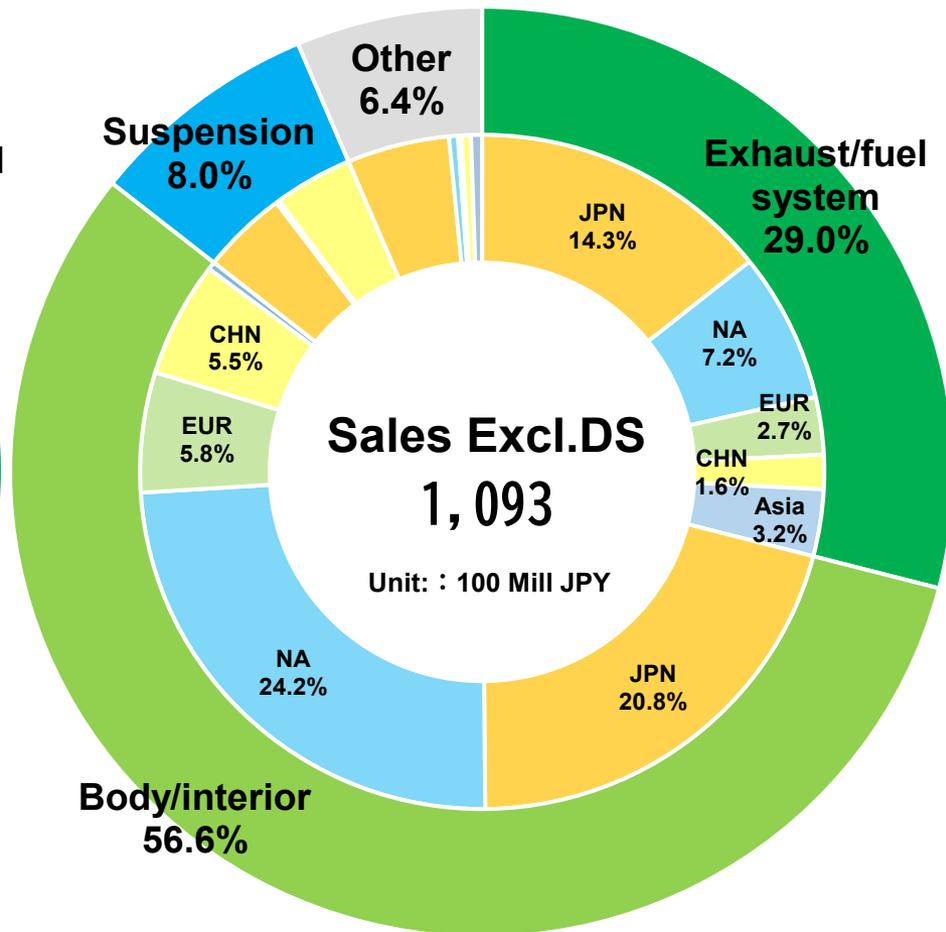
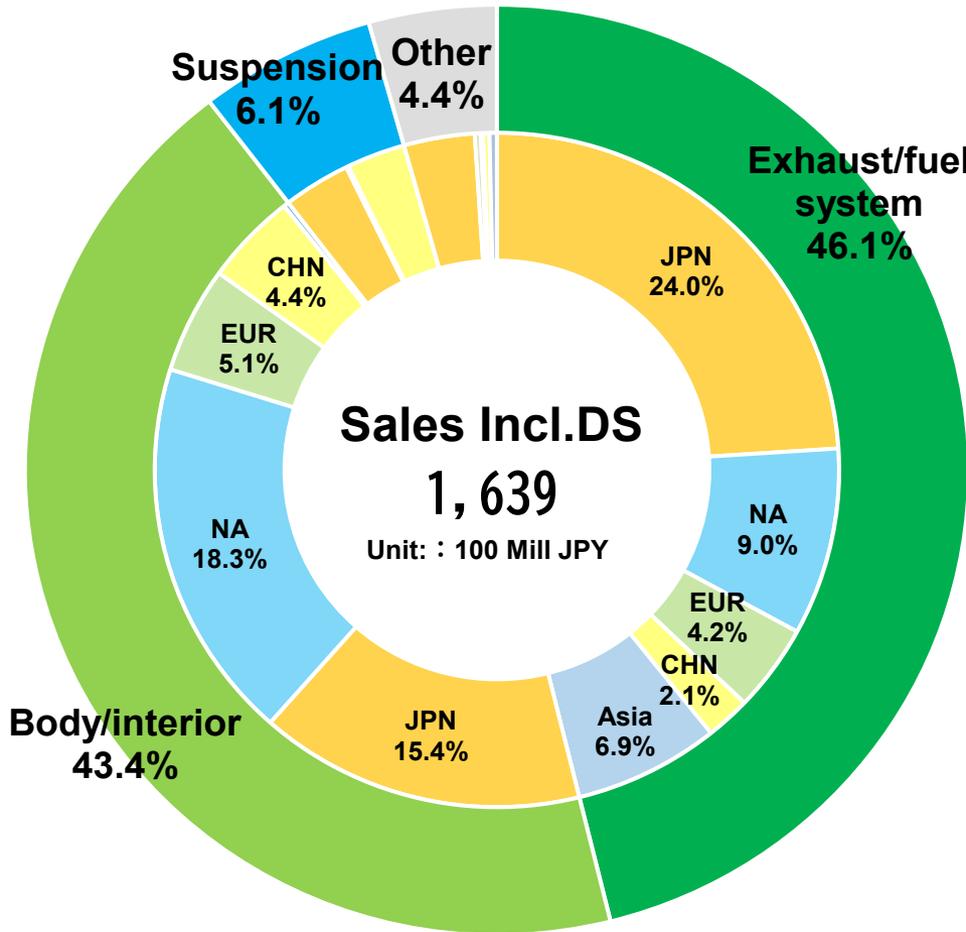
Incl.DS	FY2025 1Q	FY2024 1Q	Diff	Diff Ratio
※1Toyota Group	1,355 (82.7%)	1,546 (82.9%)	▲190	▲12.3%
Suzuki	128 (7.9%)	152 (8.2%)	▲23	▲15.2%
Mitsubishi Motors	42 (2.6%)	44 (2.4%)	▲1	▲3.9%
※2 Nissan Group	24 (1.5%)	20 (1.1%)	+4	+23.6%
Honda	17 (1.1%)	19 (1.1%)	▲2	▲12.1%
Other	69 (4.2%)	81 (4.3%)	▲12	▲15.3%
<b>Total</b>	<b>1,639 (100.0%)</b>	<b>1,864 (100.0%)</b>	<b>▲225</b>	<b>▲12.1%</b>

## Excl.DS

※1Toyota Group	943 (86.3%)	959 (85.1%)	▲16	▲1.7%
Suzuki	50 (4.7%)	57 (5.1%)	▲6	▲11.4%
Mitsubishi Motors	23 (2.2%)	25 (2.3%)	▲1	▲6.8%
※2 Nissan Group	18 (1.7%)	15 (1.3%)	+3	+21.2%
Honda	14 (1.3%)	15 (1.4%)	▲1	▲11.1%
Other	43 (3.8%)	53 (4.8%)	▲10	▲19.5%
<b>Total</b>	<b>1,093 (100.0%)</b>	<b>1,127 (100.0%)</b>	<b>▲33</b>	<b>▲3.0%</b>

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

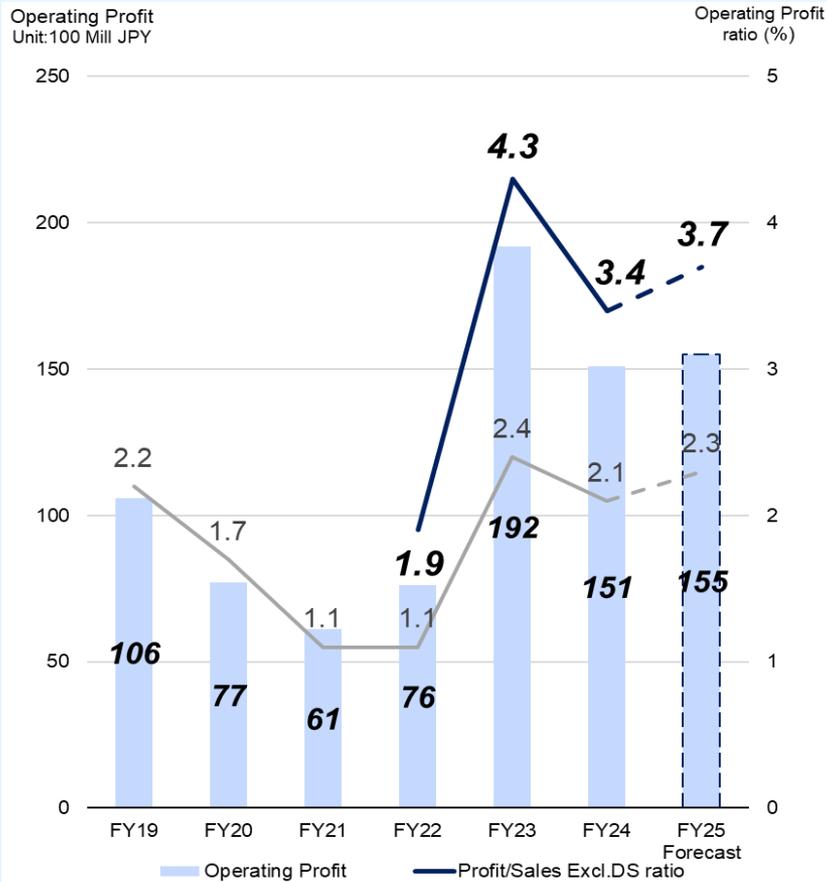
※2 Nissan Group includes Nissan Shatai



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

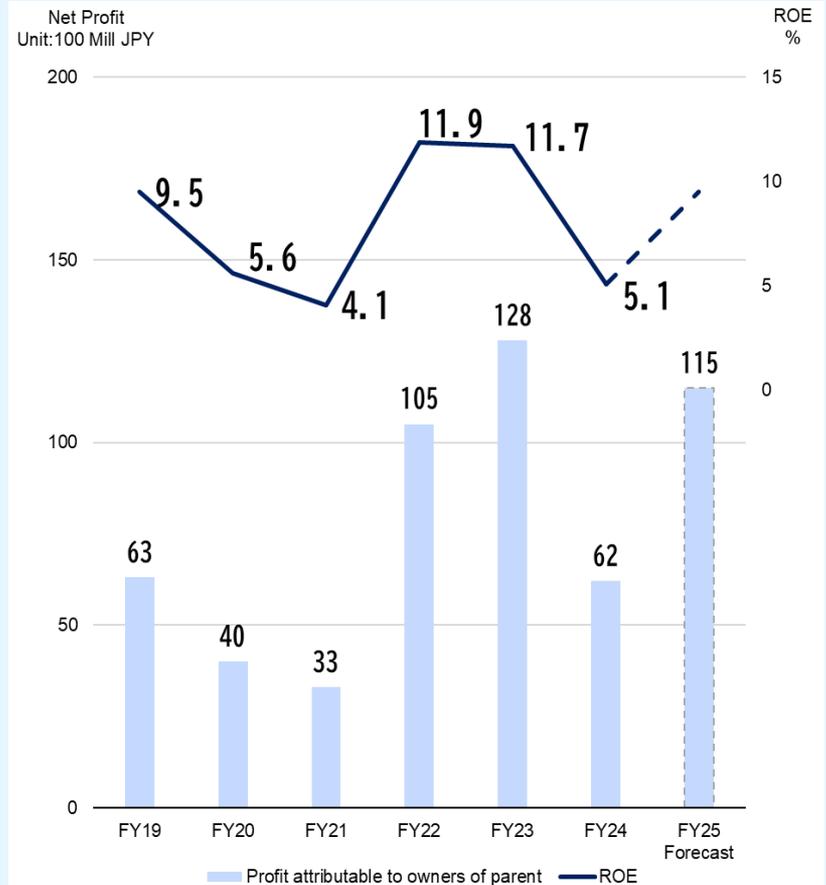
Exhaust and fuel system parts	46.1%→29.0% (▲17.1pt)
Body and Interior parts	43.4%→56.6% (+13.2pt)

## Operating Profit Ratio



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

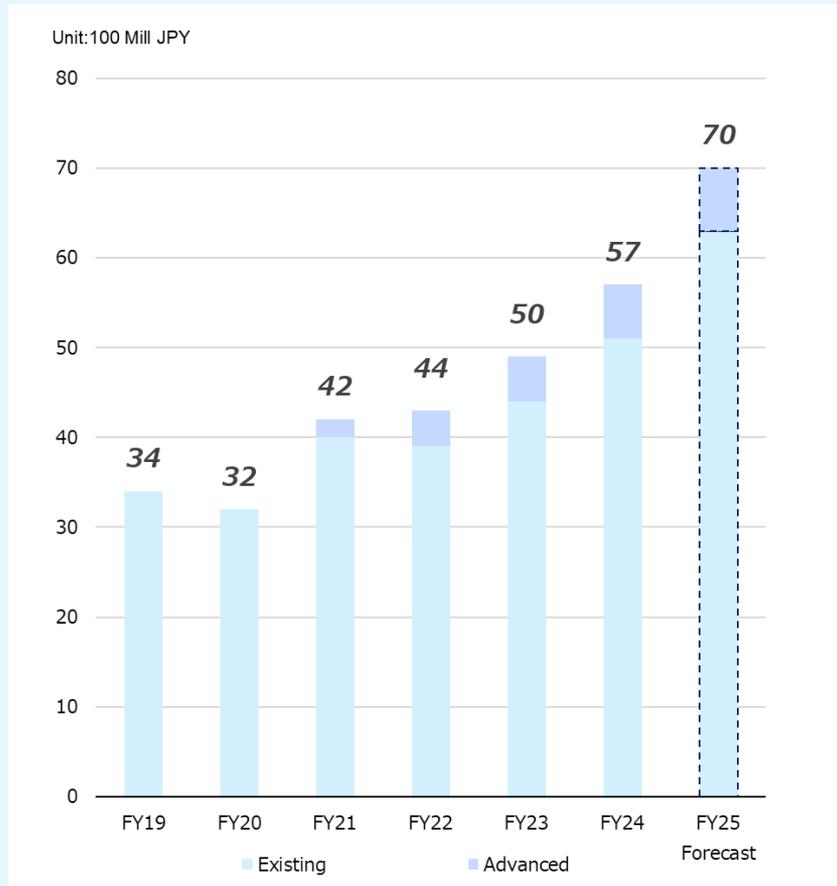
## ROE



**Plan : ROE of 10% or more**

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

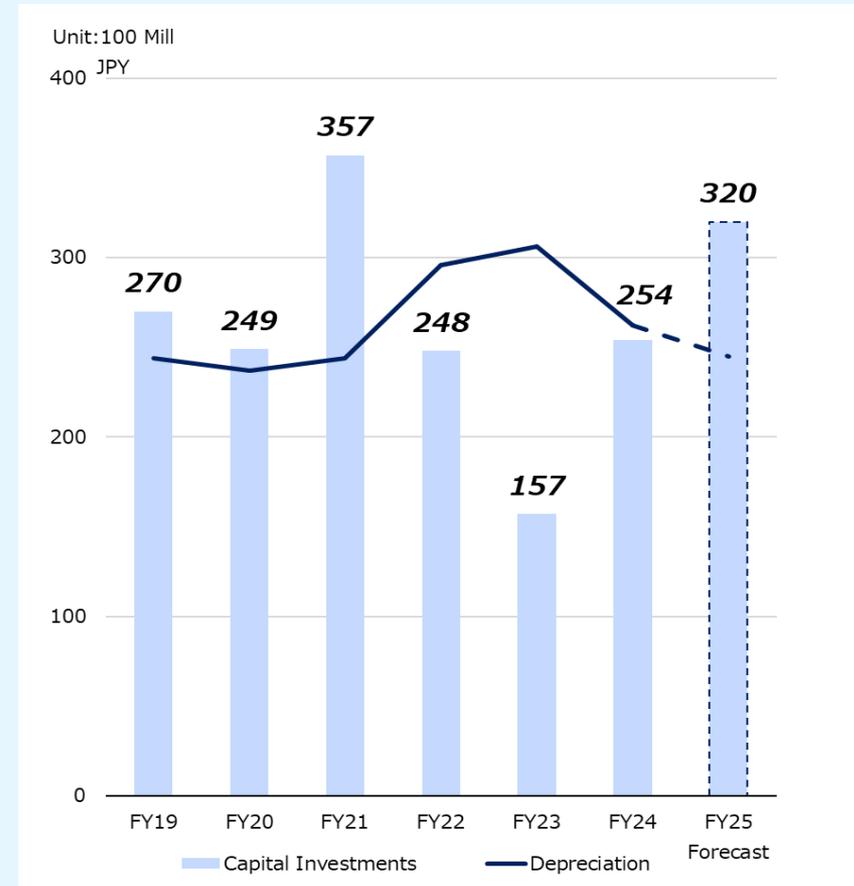
## Investments in growth (R&D expense)



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

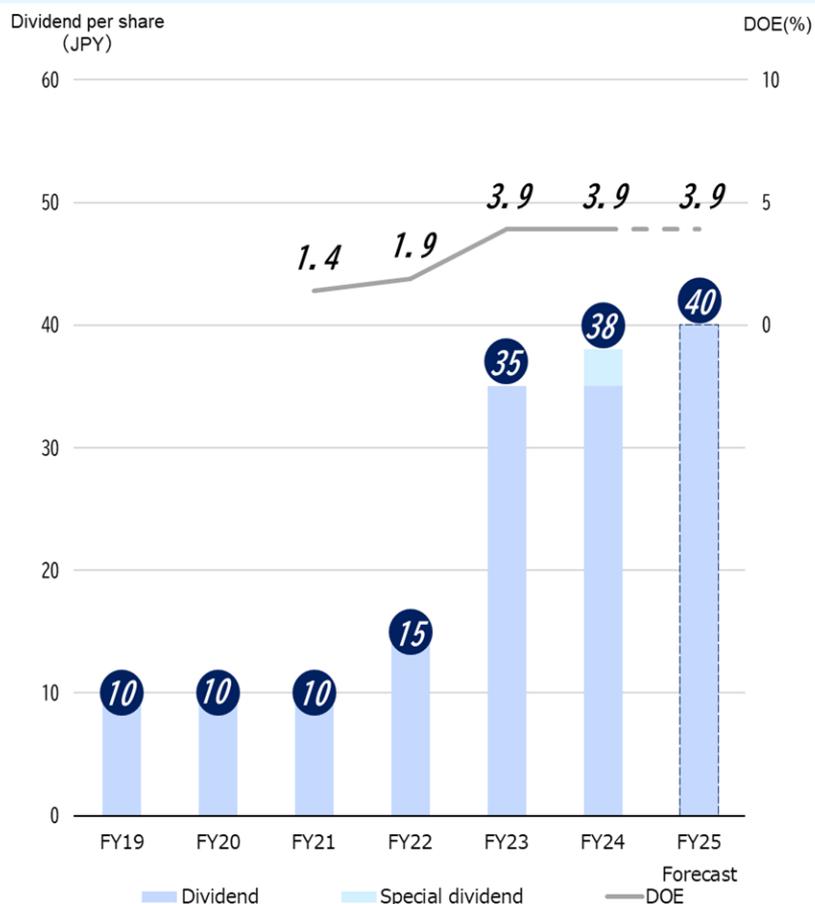
**Shift from existing fields to advanced fields.**

## Capital investments



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

## Shareholder Returns



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

## Dividend policy

**Implement changes to the dividend policy in April 2025**

### 【Reason for the change】

To enhance profit returns as part of our efforts to improve corporate value and shareholder value, we are focusing on management that takes into account capital costs and stock prices.

### 【Revised policy】

The Company will maintain stable dividends as a foundation and **adopt a progressive dividend system with a minimum shareholder equity dividend ratio (DOE) of 3.5%**, striving to enhance the return of profits to its shareholders. Regarding retained earnings, the Company intends to allocate them to investments that will further strengthen and enhance its management foundation in order to secure the benefits of its shareholders in the future and support its future business development.

※DOE=Annual dividend amount ÷ Average shareholder equity during the period × 100

For more details, please refer to our company website and the release dated April 24,2025, titled "Notice Concerning the Change in Dividend Policy and the Dividend of Surplus (Commemorative Dividend for the 80th Anniversary)"  
<https://www.futabasangyo.com/en/assets/uploads/pdf/2071375455b2ce8244eca57d75623aff506a147c.pdf>

# 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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This document displays some figures in units of 100 million yen for the purpose of providing an overview of our performance. The original figures are managed in units of million yen and have been rounded for presentation. Therefore, totals, differences, and other amounts shown in this document may appear inaccurate in terms of the hundred million yen digit.