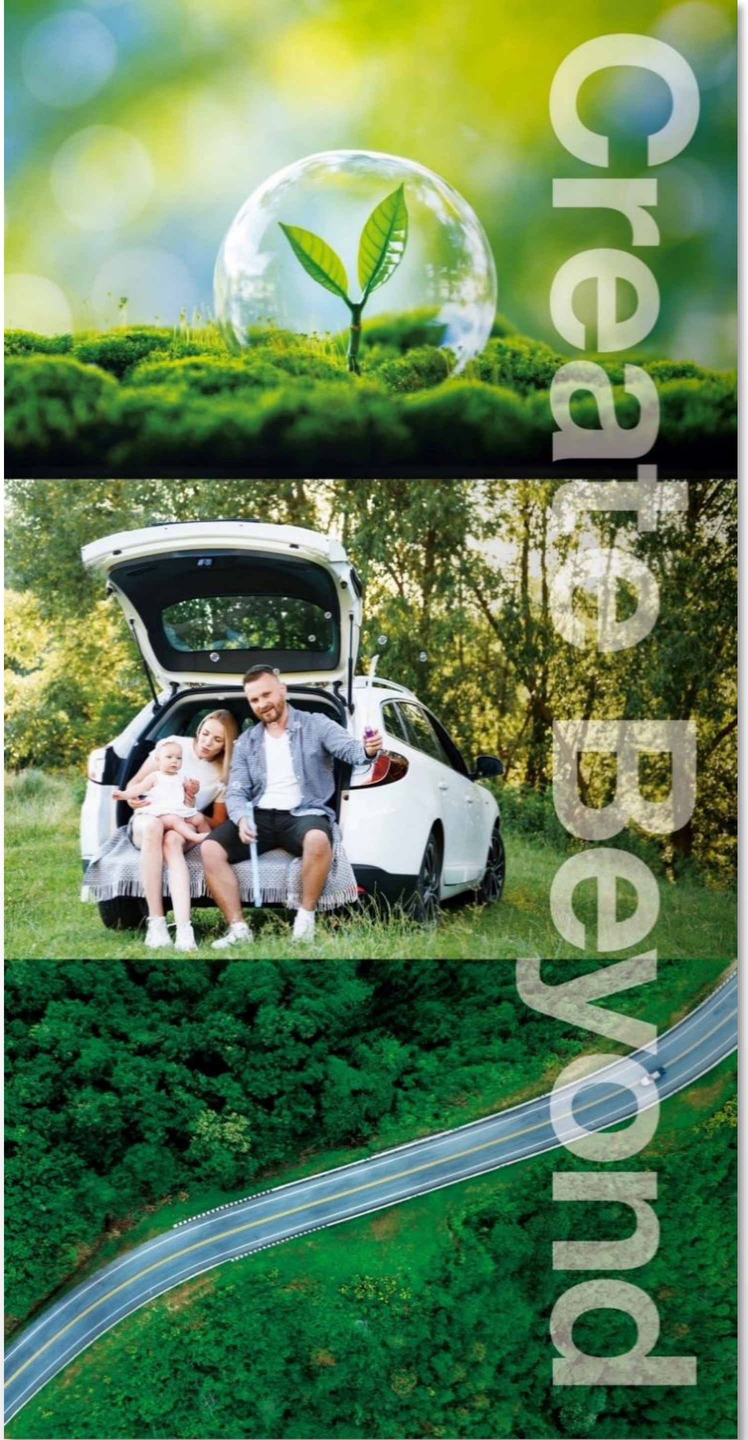
TSE Prime Market
NSE Premier Market

Securities Code: 7241

Futaba Industrial Co., Ltd.
Medium-Term ManagemenPlan2025-2027

Progress of Growth Strategy

July 30 , 2026



Agenda

I Targets and Results

II Progress of Growth Strategy

(i) Evolution of the Body Parts Business

(ii) Expansion of the India Business

(iii) Venturing into New Businesses

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I.Targets and Results

Reposting

Position of Medium-Term Management Plan 2025-2027

Previous Medium-Term Management Plan 2022 - 2024
Improve financial condition

Medium-Term Management Plan 2025 - 2027
Growth investment

2030 Objective
Stable growth on a global scale

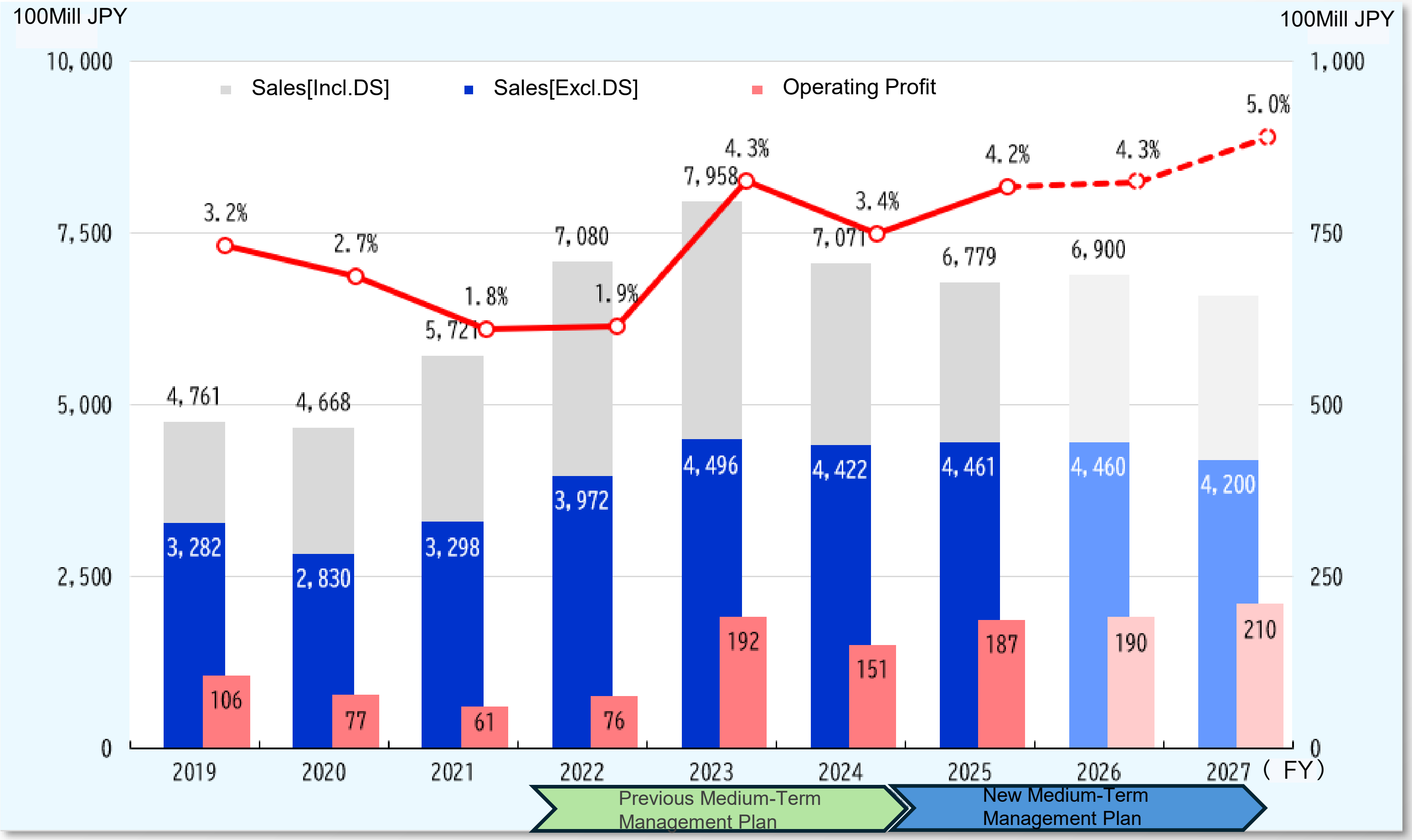
Initiatives	• Improve the return on capital • Reduce interest-bearing debt • Increase equity ratio	• Grow existing businesses • Launch new businesses • Strengthen the management base	• Generate positive results from growth strategies for existing businesses • Establish a new profitable business

Ⅰ.Targets and Results

Theme of New Medium-Term Management Plan

Improve profitability with a view to attaining a PBR of 1 swiftly

Indicators	ROE	Operating profit ratio
Targets	10% or higher	5.0% (FY2027)



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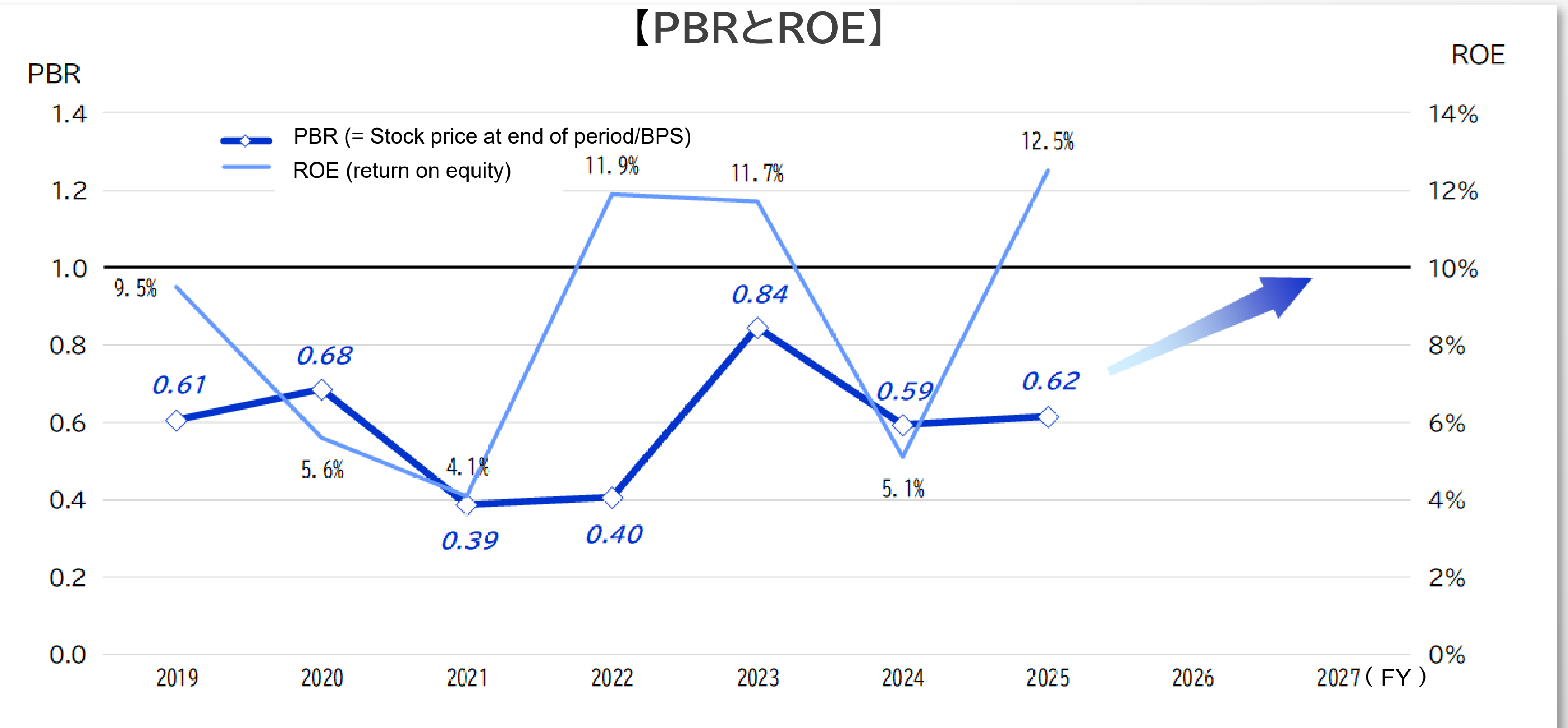

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Growth of existing businesses (products) / Launch of new businesses

Reposting

<Three strategies for expanding sales>

- Body parts business: Enhance development and capacity with a view to expanding sales (Close Up1)
- Exhaust system parts business: Develop new systems geared to needs for electrification
- New businesses: Accelerate development for early launch (Close Up3)

Growth of existing businesses (Regional)

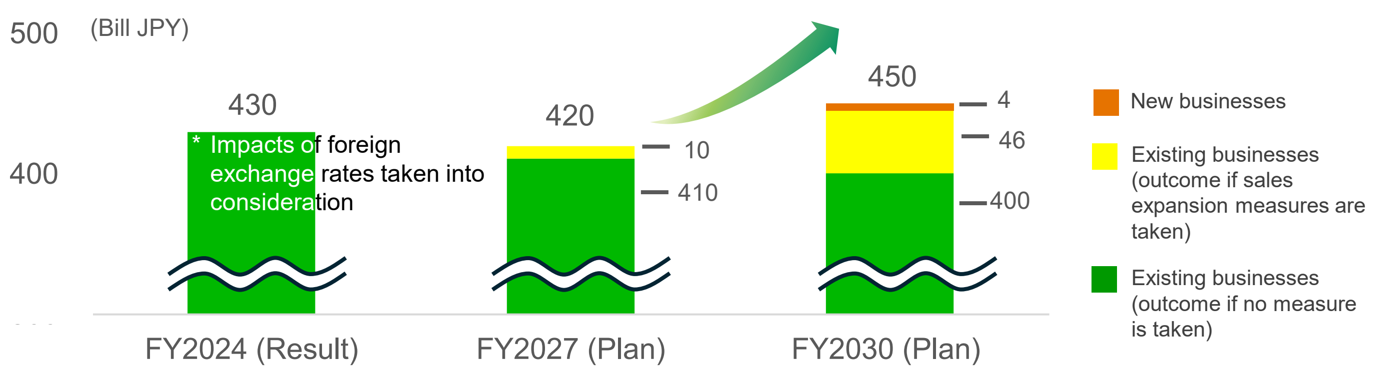
- India business: Expand our presence in this growth market and strengthen the business foundations (Close Up2)

Strengthening the management base

- Improving earnings capacity
- Investment in human resources
- Carbon neutrality

Sales plan

* Excluding parts supplied by customers



II. Progress of Growth Strategy —(i) Evolution of the Body Parts Business

Close Up 1 **Body parts business**

Initiatives for larger parts

Before

Components for small-scale assembly

Present

Zone development for larger parts

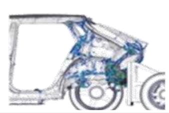
Components for medium-scale assembly

Future

Further expansion
Improvement of profit

Proposals of integrated structures

Development Process Reform

	Planning and concept	Development of concept Design	Evaluation Analysis 	Drawing release	Consideration of manufacturing methods	Production: Small assembly 	Production: Medium assembly 	Production: Finished car
Before	Automobile manufacturer				Futaba		Automobile manufacturer	
Present	Automobile manufacturer	Futaba						Automobile manufacturer
Future			Futaba					Automobile manufacturer

From the production of good parts to the production of good vehicles

Close Up 1 Body parts business

Initiatives for larger parts

■: Larger parts for which orders have been received
■: Larger parts for which orders were received in the past
■: Other ordered parts

Before Small assembly

Present Larger parts

bZ4X

Expanded application

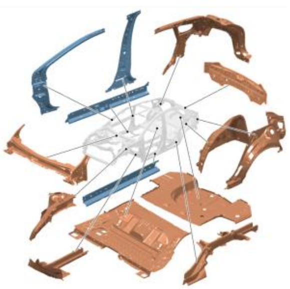
Crown Series

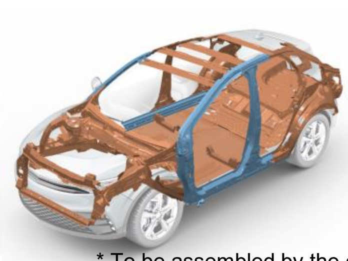
Land Cruiser 250/4Runner

RAV4/ES, etc.

Large-scale orders received for key components

New-model cars
For the new plant in India





* To be assembled by the customer

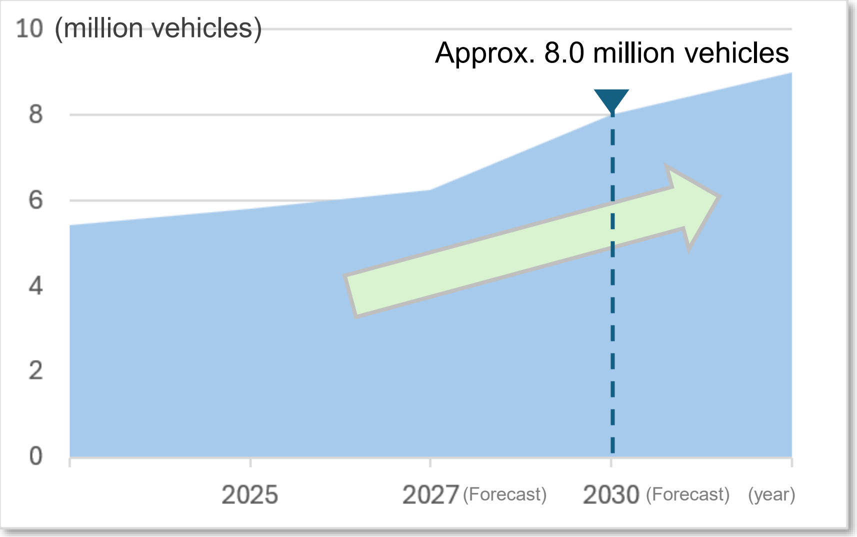
Experience and trust that Futaba has developed as an exclusive supplier

Close Up 2 **India business**

Indian market

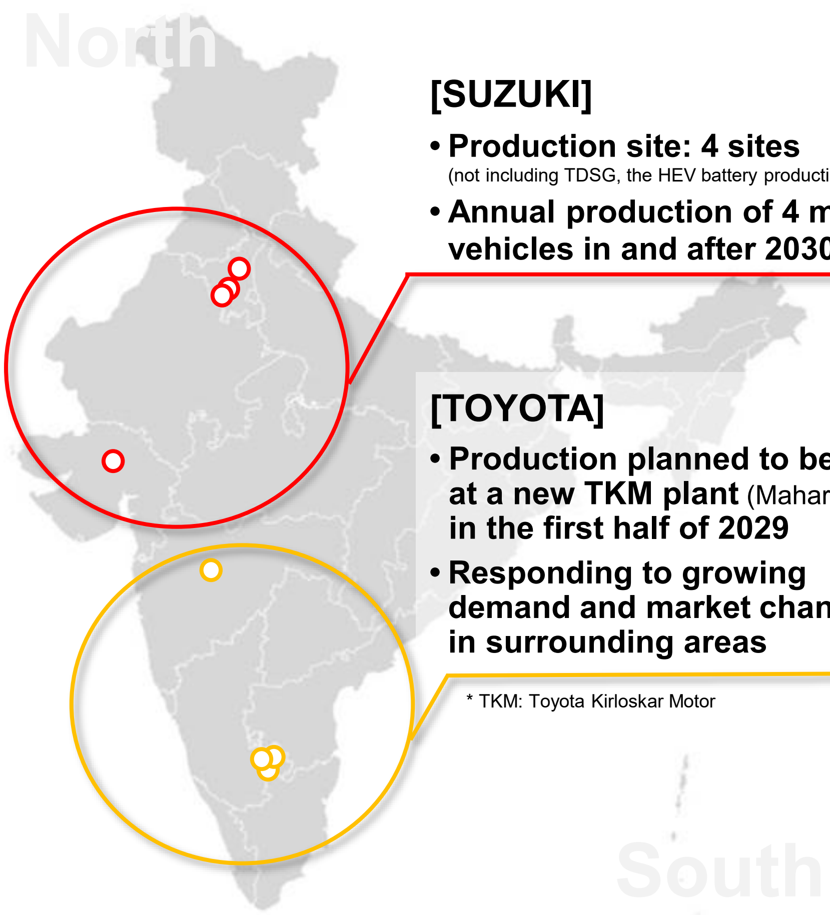
In India's automotive market, it is expected that the scale of production will expand significantly over the medium to long term due to rapid economic growth and progress in motorization.

Forecast annual automotive production in India (light vehicles)



Source: Forecast by Futaba based on data from MarkLines

Customer trends



[SUZUKI]

- **Production site: 4 sites**
  (not including TDSG, the HEV battery production plant)
- **Annual production of 4 million vehicles in and after 2030**

[TOYOTA]

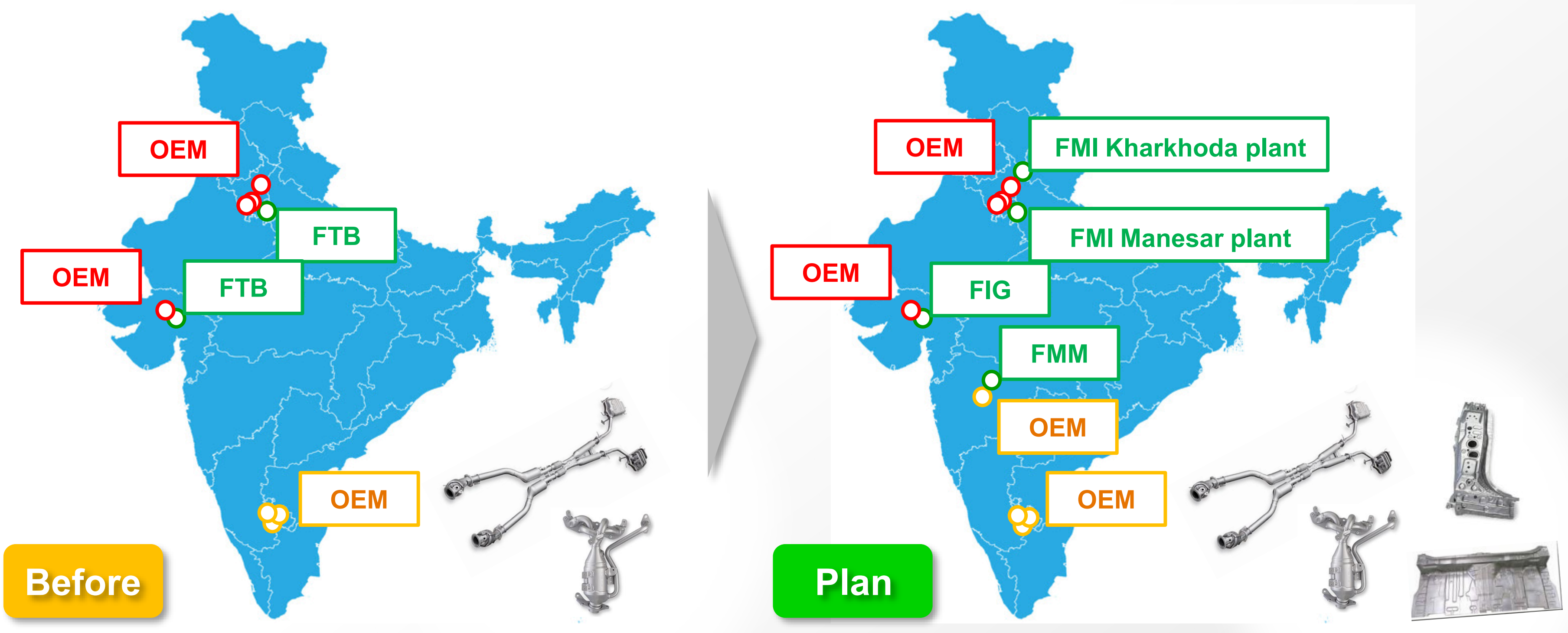
- **Production planned to begin at a new TKM plant** (Maharashtra) **in the first half of 2029**
- **Responding to growing demand and market changes in surrounding areas**

* TKM: Toyota Kirloskar Motor

Position India as a region of focus and aim to grow together with customers

II. Progress of Growth Strategy —(ii) Expansion of the India Business

Close Up 2 India business



Progress in 2025 → 2026

- New base **FMM to be established** in west-central India (**supplying parts to TKM**)
- Large press introduced **to launch the body parts business** in India

Close Up 2 India business

News release dated May 20, 2026

New Plant Established in West-central India
— Body Parts Business Launched for Toyota Kirloskar Motor —

■ Overview of the new plant

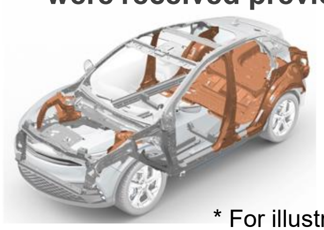
Location	Bidkin Industrial Area, Maharashtra, India
Construction start	October 2026 (planned)
Start of operation	First half of 2029 (planned)
Total floor area	Approx. 30,000 m^2
Number of employees	Approx. 300

* Total floor area and number of employees are as expected at the time of the start of operation.

■ Render of the new plant

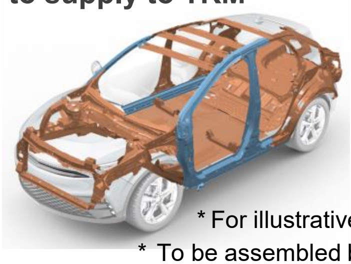
(Supplementary information) ■ Parts for which orders have been received

Body parts for which orders were received previously



* For illustrative purposes only

Body parts to supply to TKM



* For illustrative purposes only

* To be assembled by the customer

The large-scale orders received for body parts are the culmination of our current zone development efforts

Close Up 2

India business

News release dated December 24, 2024

Notice Concerning Establishment of a New Plant in Kharkhoda, India

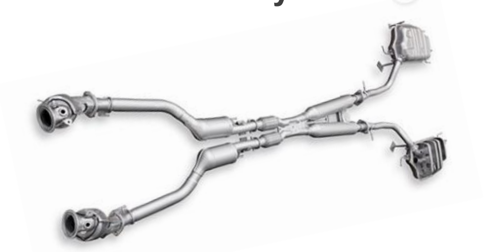
■ Overview of the new plant

Location	Kharkhoda, Haryana, India
Investment amount	Approx. 2.5 billion INR (Approx. 4.5 billion yen)
Construction start	April 2025 (planned)
Start of operation	March 2027 (planned) → First half of 2028
Total floor area	Approx. 10,000 m^2
Number of employees	Approx. 300

(Supplementary information)

■ Parts for which orders have been received

Exhaust system



* For illustrative purposes only

Exhaust manifold

* For illustrative purposes only

Supplying exhaust system parts for Maruti Suzuki India

(Supplementary information)

■ Render of the new plant

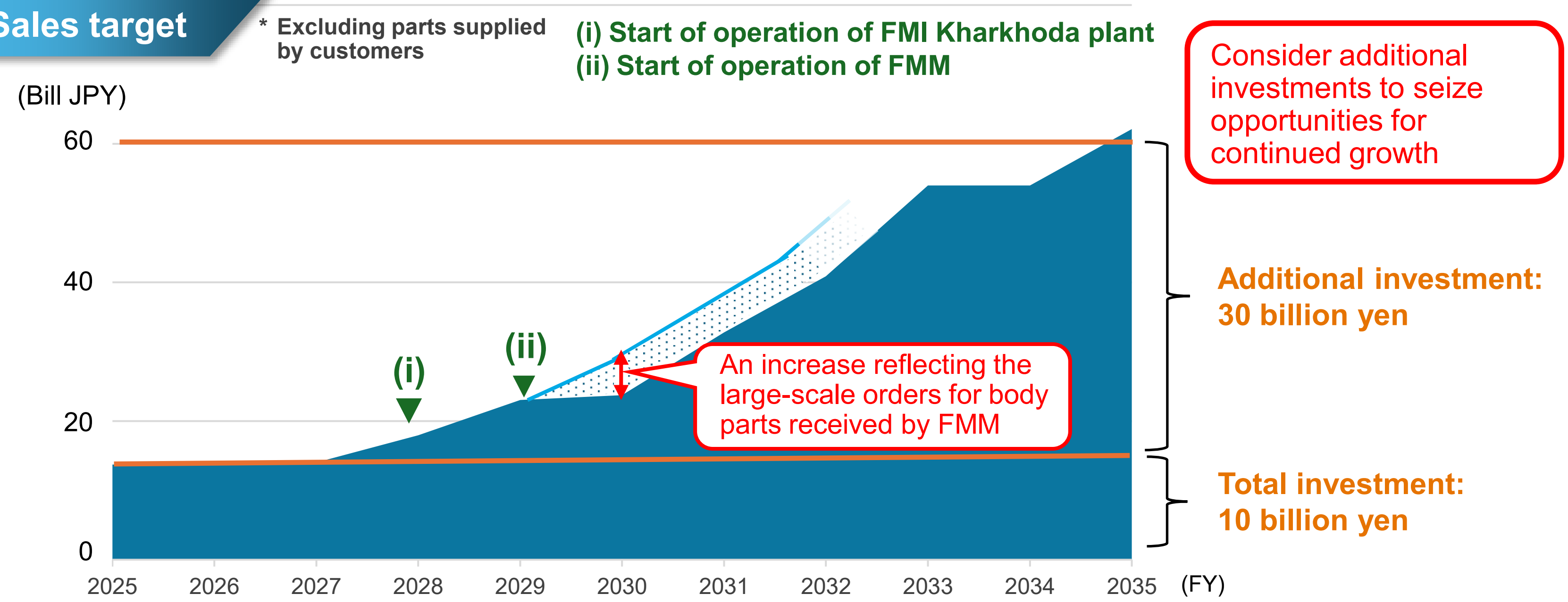
II. Progress of Growth Strategy —(ii) Expansion of the India Business

Close Up 2 India business

Initiatives for achieving continued growth

- Receive more orders moving toward customers increasing production due to the expansion of the market
- Make efficient investments (capture growth opportunities at optimal times)
- Hire and train local personnel

Sales target



History

Social issues

1945—	1960—	1980—	2000—	2010—	2020—
Lack of daily necessities in the aftermath of the war	Pollution problems caused by motorization	Resource and energy conservation activities	Fuel-efficiency competition driven by hybrid vehicles	Aggravation of climate change and food issues	Acceleration of actions to establish a decarbonized society and environmental regulations

Solutions using products and technologies

1945:
Fish netting machines

1959:
Entry into the muffler business

2001:
Development and production of a center pillar made by processing 980 MPa cold ultra-high tensile strength materials

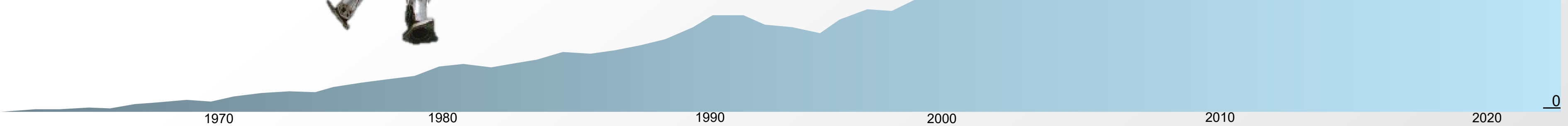
2015:
Development and production of a hot-stamped front pillar

2022:
Production of a center floor pan sub-assembly

1947:
Pipe-fabricated reception furniture sets

1989:
Development and production of stainless-steel exhaust manifolds

2023:
Development and production of a front pillar made by processing 1470 MPa cold ultra-high tensile strength materials



Throughout its more than 80 years of history, Futaba has been growing by transforming its technological capabilities while addressing social issues in each era as a group that takes on challenges and continues to grow.

List of New Businesses

Agricultural business (agleaf)

agleaf CO_2 system

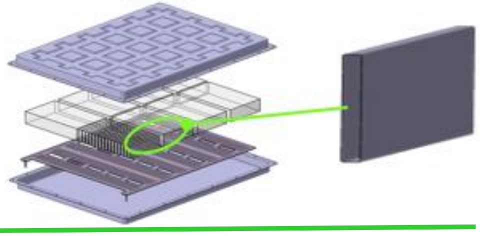
Energy circulation systems

Laser weeding robots

Battery products

Battery cell case

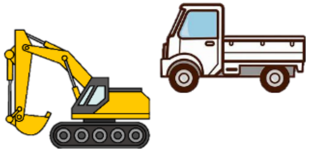
Battery cooling plate



Other businesses

Ultra-small solid oxide fuel cells (SOFCs)]

Onboard CO_2 collection systems



Close Up 3 Battery products

New products developed leveraging core technologies

Exhaust heat recovery devices

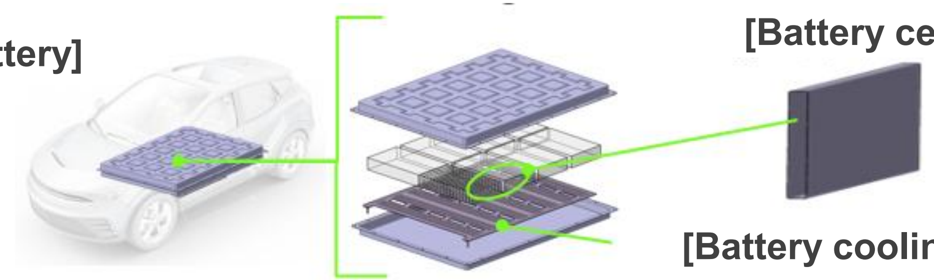
Thermal management

Laser welding

Laser

Pressing

Molding



The alignment of Futaba's core technologies with the expansion of the OEM supply chain and the need to improve batteries as a result of the widespread BEV conversion.

Progress in 2025 → 2026

- Orders for prototypes have been received, and progress has been made up to the evaluation and analysis phase.
- Collaboration with Nature Architects, the joint developer, has been strengthened (lateral cooler).
- Expansion of initiatives to propose floor modules through integration with the automotive parts business (body/exhaust system)

FUTABA

Futaba Industrial Co., Ltd.

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.

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.