



Fukoku Co., Ltd. (TSE Prime Market: 5185)

May 28, 2025

Financial Results Briefing

FY Ended March 31, 2025

Yes, We Do!

1. Financial Results: Key Points
2. Results for FY Ended March 31, 2025
3. Forecast of Results for FY Ending March 31, 2026
4. Status per Segment/Region
5. Returns to Shareholders
6. Progress of the Medium-Term Management Plan 2026

1. Financial Results: Key Points

1. Financial Results: Key Points

Results for FY Ended March 31, 2025

Sales increased due to strong performance in India and China and favorable foreign exchange rates, despite being impacted by sluggish growth in automobile manufacturers' production volumes.

Operating profit increased, driven by operational streamlining and price increases, which offset the adverse effects of rising raw material costs resulting from high resource prices.

Forecast for FY Ending March 31, 2026

While the economy is expected to continue on a path of moderate recovery supported by improvements in the **employment** and income environment, the outlook remains uncertain due to various destabilizing international factors, rising costs, persistent inflation, volatility risks in financial and capital markets, we forecast **sales decrease**. However, through activities to further improve productivity and profitability, we expect **to achieve record-high operating profit**.

As it is difficult to reasonably assess the impact of the recent U.S. tariffs on our business and results at this time, we have not included them in our consolidated earnings forecast.

Dividends

Year-end dividend for FY ended March 31, 2025 **up 5 yen** to 37.5 yen, making for an annual dividend of 75 yen when combined with the interim dividend of 37.5 yen.

Annual dividend for FY ending March 31, 2026 is planned to **be up 10 yen year on year** to 85 yen.

2. Results for FY Ended March 31, 2025

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Summary of Results (Consolidated)

(JPY Millions)

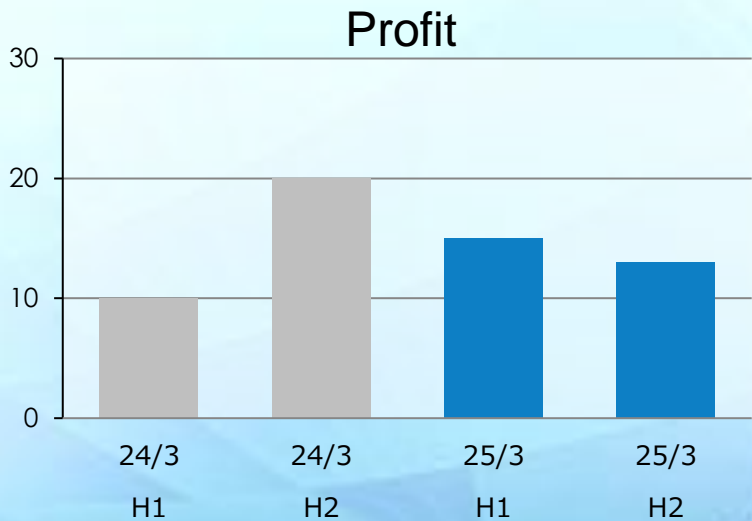
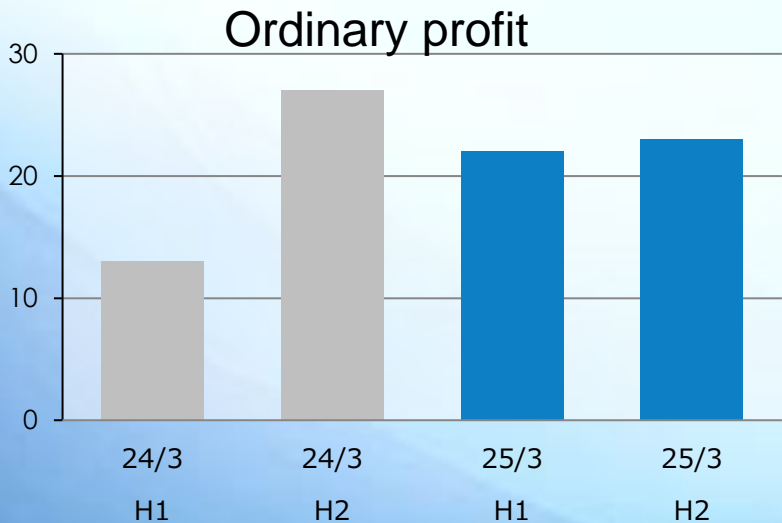
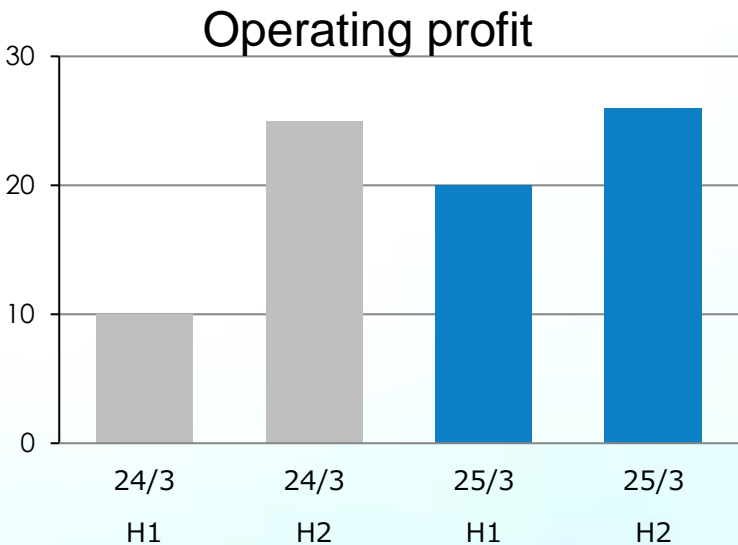
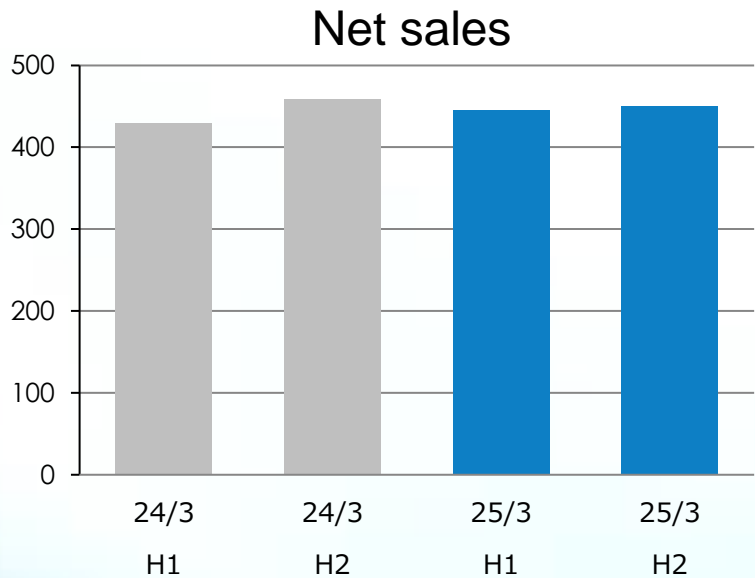
	FY ended March 31, 2024	FY ended March 31, 2025		
	Results	Results	Change	Change rate
Net sales	88,847	89,657	+810	+0.9%
Operating profit (Operating profit to net sales)	3,646 (4.1%)	4,721 (5.3%)	+1,075 (+1.2pp)	+29.4%
Ordinary profit (Ordinary profit to net sales)	4,094 (4.6%)	4,569 (5.1%)	+475 (+0.5pp)	+11.6%
Profit (Profit to net sales)	3,050 (3.4%)	2,931 (3.3%)	△119 (△0.1pp)	△3.9%

*pp = percentage point

Absorbed the impact of rising raw material costs and temporary cost increases through streamlining and price adjustments.

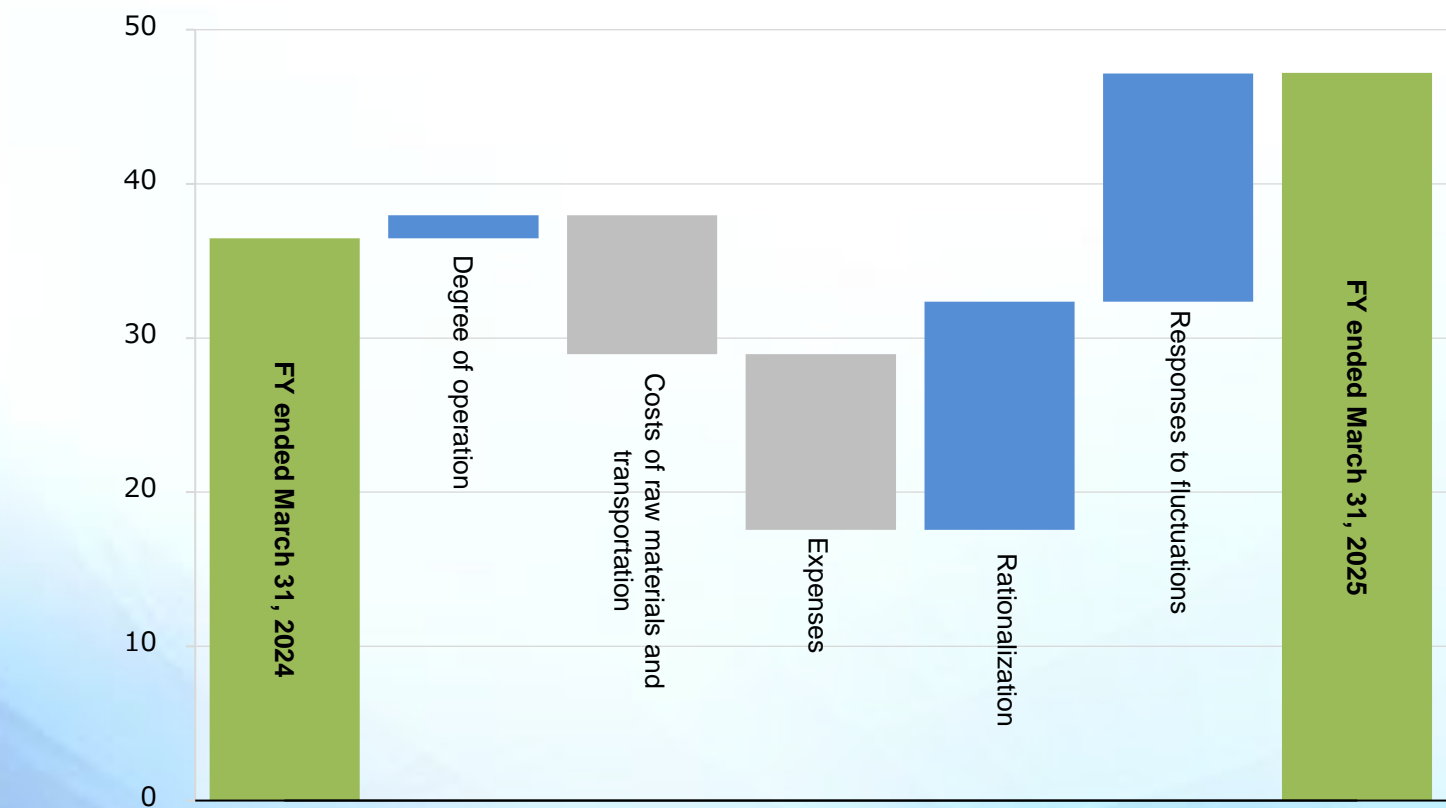
2. Results for FY Ended March 31, 2025

Business performance trends (Consolidated, Half-year financial results) (JPY 100M)



2. Results for FY Ended March 31, 2025

Difference _ consolidated operating profit (YoY) (JPY 100M)



2. Results for FY Ended March 31, 2025

(JPY Millions)

	FY Ended March 31, 2024 Results	FY Ended March 31, 2025 Results	Change (YoY)
Cash and deposits	12,011	12,422	411
Receivables	20,591	20,211	△ 380
Inventories	11,427	11,562	134
Other current assets	1,686	1,401	△ 285
Total current assets	45,718	45,597	△ 120
Property, plant and equipment	26,695	29,000	2,304
Other non-current assets	3,619	4,804	1,184
Total non-current assets	30,315	33,804	3,488
Total assets	76,033	79,402	3,368
Borrowings	11,525	12,552	1,027
Payables	12,330	9,527	△ 2,803
Other current/noncurrent liabilities	10,167	11,385	1,218
Total liabilities	34,023	33,465	△ 557
Total shareholders' equity	34,780	36,592	1,811
Non-controlling interests	2,472	2,662	189
Other	4,757	6,682	1,925
Total net assets	42,010	45,936	3,926
Total liabilities and net assets	76,033	79,402	3,368

	FY Ended March 31, 2024 Results	FY Ended March 31, 2025 Results
Profit before tax	4,093	4,453
Depreciation	4,653	5,038
Increase (-) / decrease (+) in trade receivables	△ 122	1,375
Increase (-) / decrease (+) in inventories	122	268
Increase (+) / decrease (-) in trade payables	213	△ 3,120
Other	△ 118	△ 1,383
Cash flows from operating activities	8,843	6,631
Purchase of property, plant and equipment	△ 4,027	△ 5,801
Other	△ 438	△ 33
Cash flows from investing activities	△ 4,466	△ 5,835
Proceeds from borrowings	2,055	3,859
Repayments of borrowings	△ 3,934	△ 3,248
Other	△ 902	△ 1,251
Cash flow from financing activities	△ 2,781	△ 640
Free cash flow	4,377	796

- Proactive investment through acquisition of tangible fixed assets.
- The decrease in accounts payable is temporary, caused by the prior fiscal year-end falling on a banking holiday.

- Assets increased compared to the previous FY due to foreign exchange translation under a weaker yen and acquisition of fixed assets.
- Accounts payable decreased compared to the previous FY as the prior year-end fell on a banking holiday, resulting in inclusion of unpaid obligations.

3. Forecast of Results for FY Ending March 31, 2026

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Forecast of Results (Consolidated)

(JPY Millions)

	FY ending March 31, 2025	FY ending March 31, 2026		
	Results	Forecast	Change	Change rate
Net sales	89,657	88,000	△1,657	△ 1.8%
Operating profit (Operating profit to net sales)	4,721 (5.3%)	5,000 (5.7%)	+279 (+0.4pp)	+5.9%
Ordinary profit (Ordinary profit to net sales)	4,569 (5.1%)	5,000 (5.7%)	+431 (+0.6pp)	+9.4%
Profit (Profit to net sales)	2,931 (3.3%)	3,500 (4.0%)	+569 (+0.7pp)	+19.4%

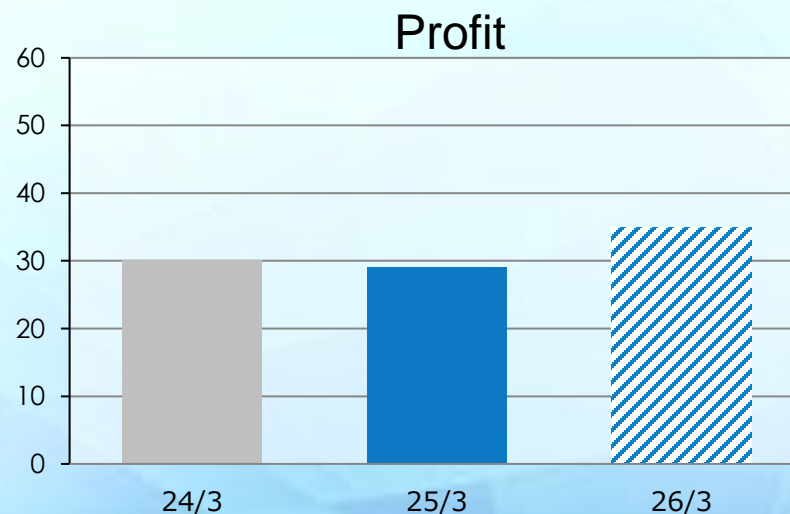
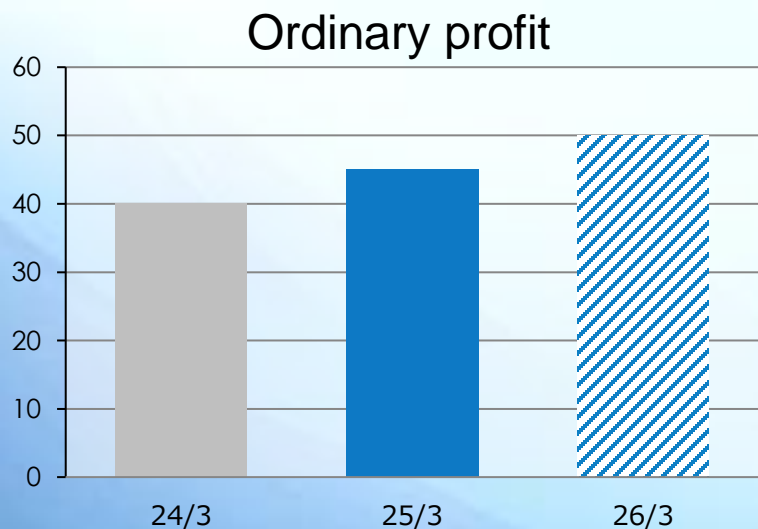
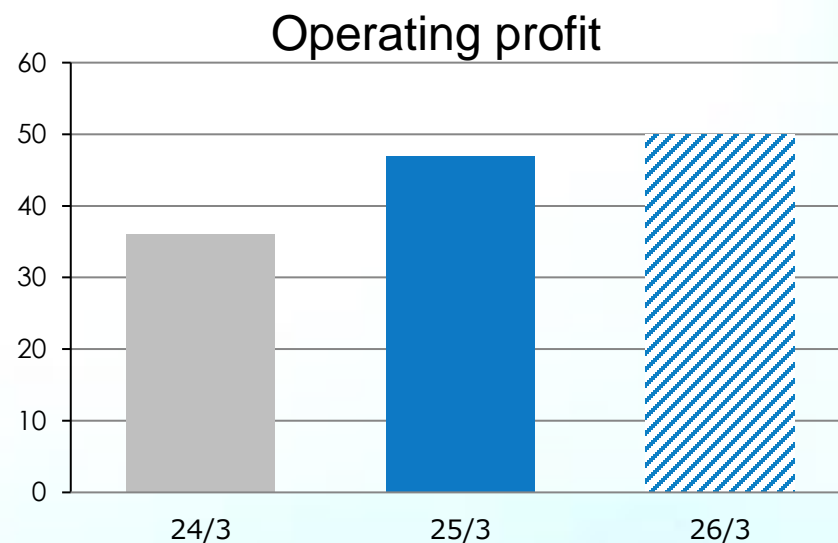
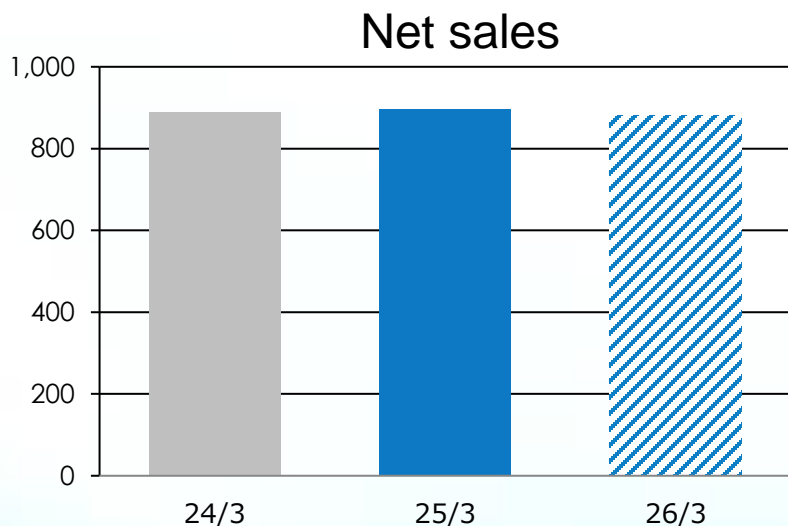
*pp = percentage point

**Despite expected sales decline from foreign exchange impact,
profit growth planned through streamlining and cost cuts.**

3. Forecast of Results for FY Ending March 31, 2026

Forecast of Results (Consolidated)

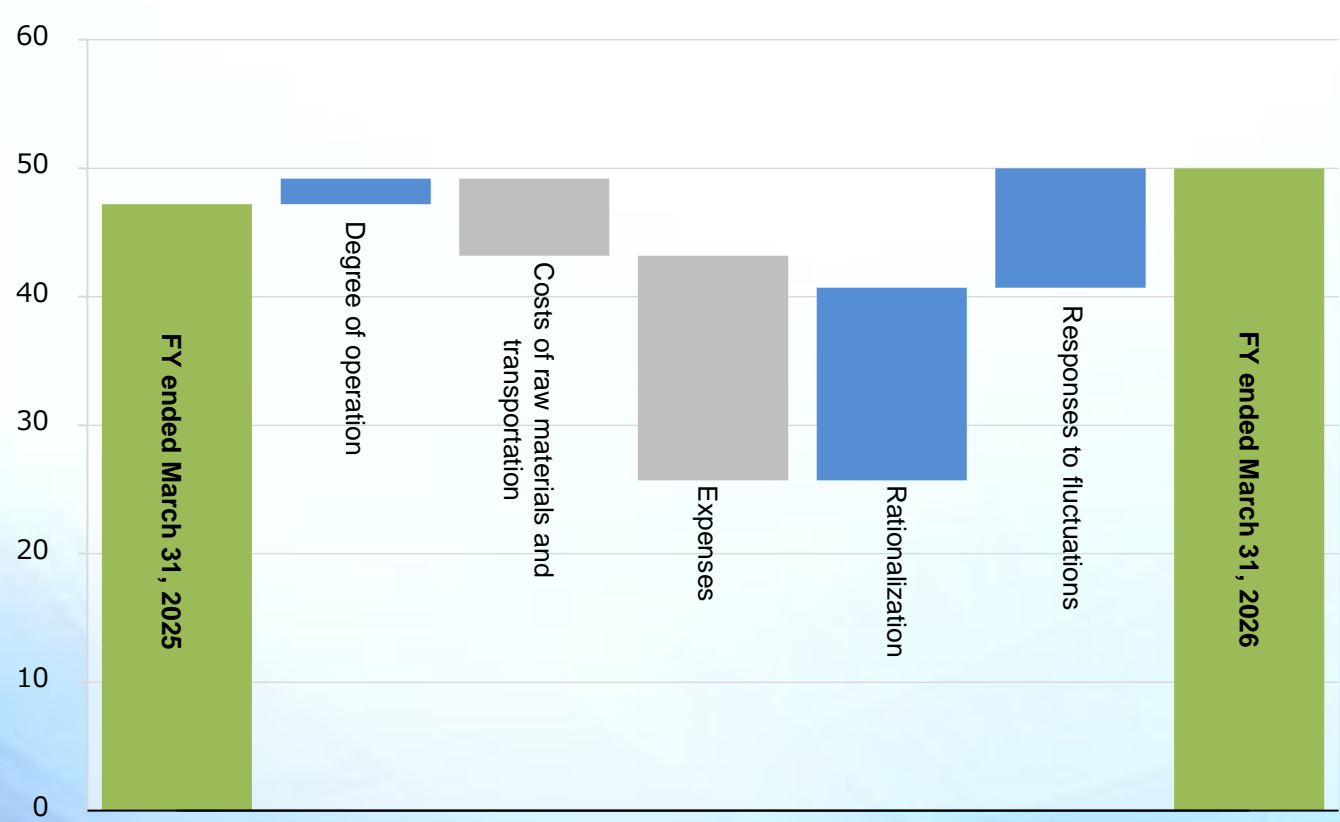
(JPY 100M)



3. Forecast of Results for FY Ending March 31, 2026

Difference _ consolidated operating profit (YoY)

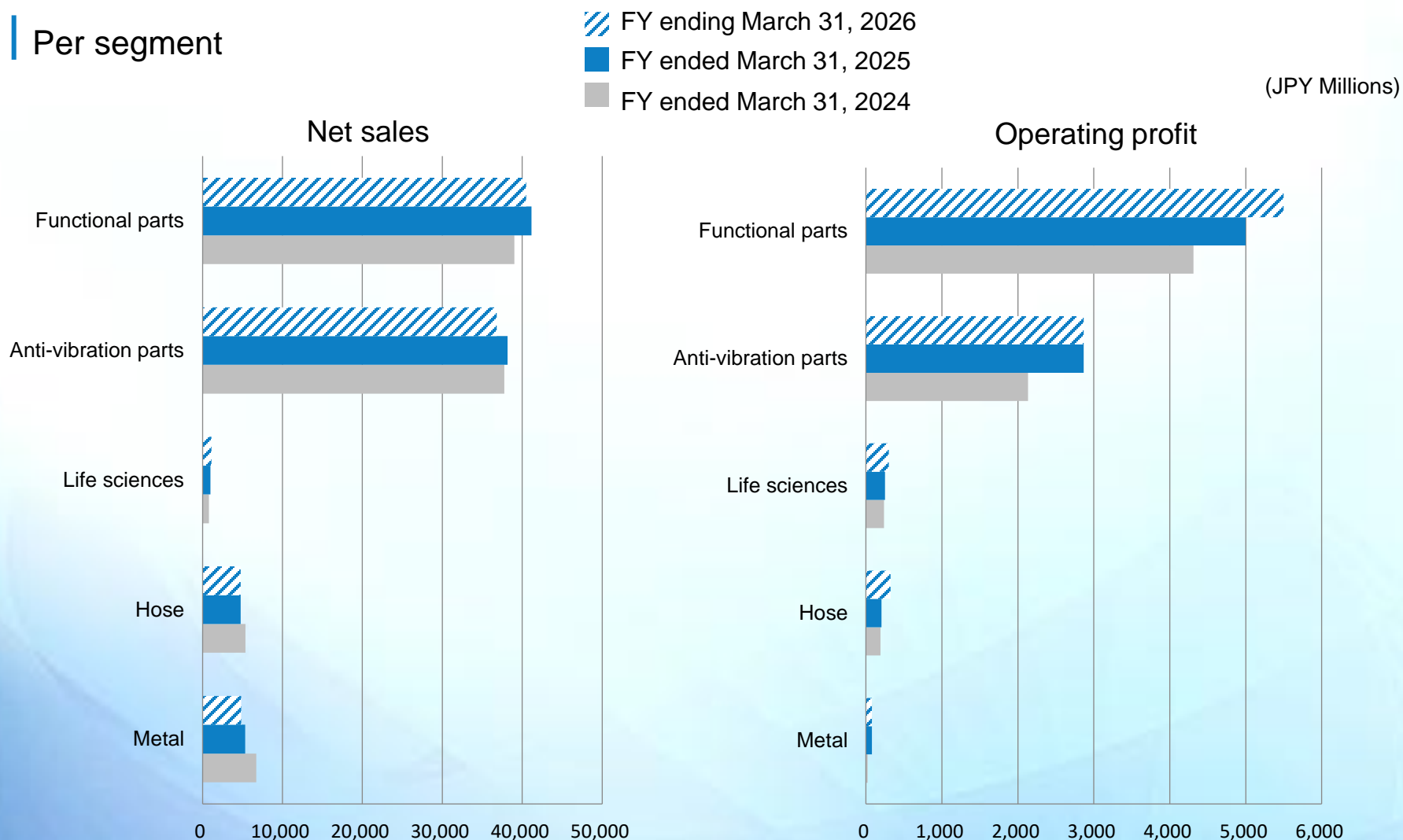
(JPY 100M)



4. Status per Segment / Region

4. Status per Segment / Region




Per segment



**A surplus was achieved in all segments in FY ended March 31, 2025.
Profit growth trend continues in FY ending March 31, 2026.**

4. Status per Segment / Region

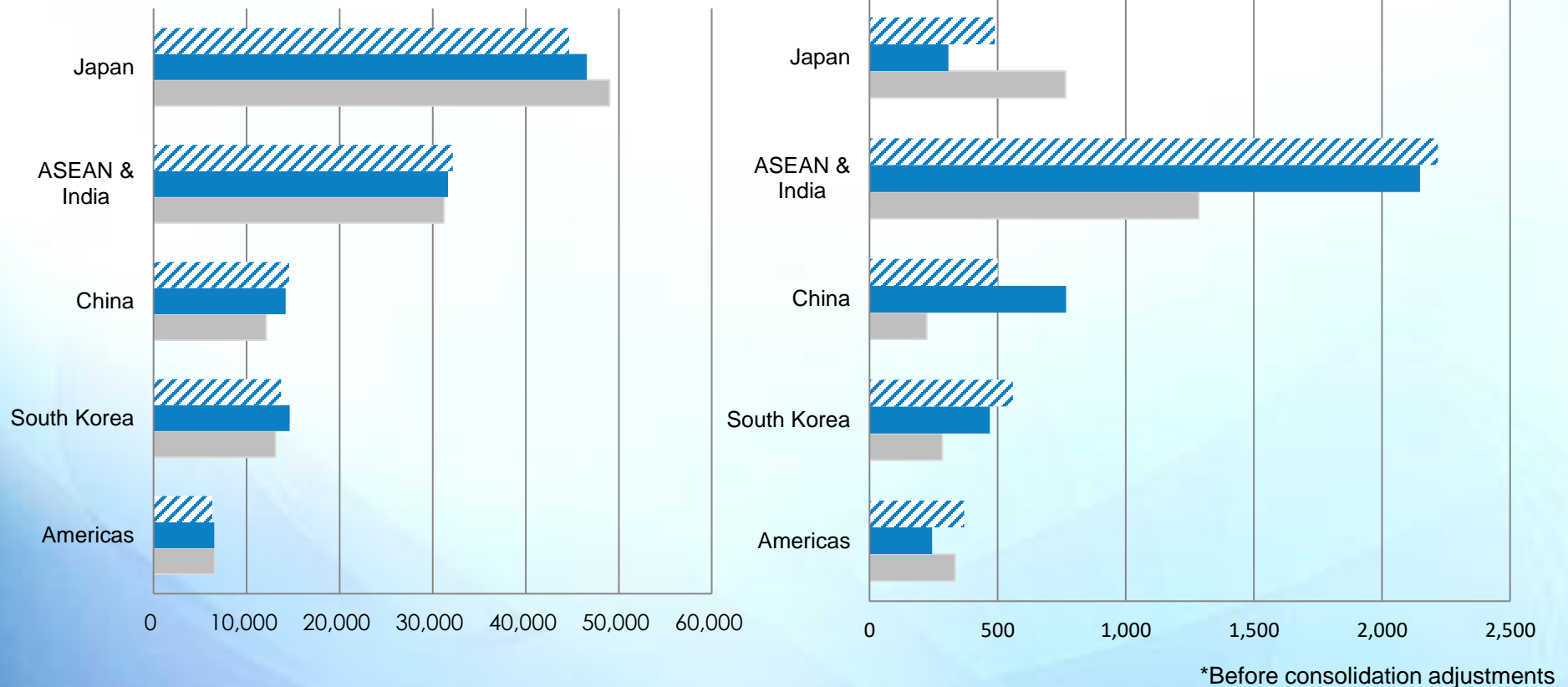
Per Region

 FY ending March 31, 2026
 FY ended March 31, 2025
 FY ended March 31, 2024

(JPY Millions)

Net sales

Operating profit



Profit growth trend continues mainly in ASEAN & India which markets are growing in FY ending March 2026

5. Returns to Shareholders

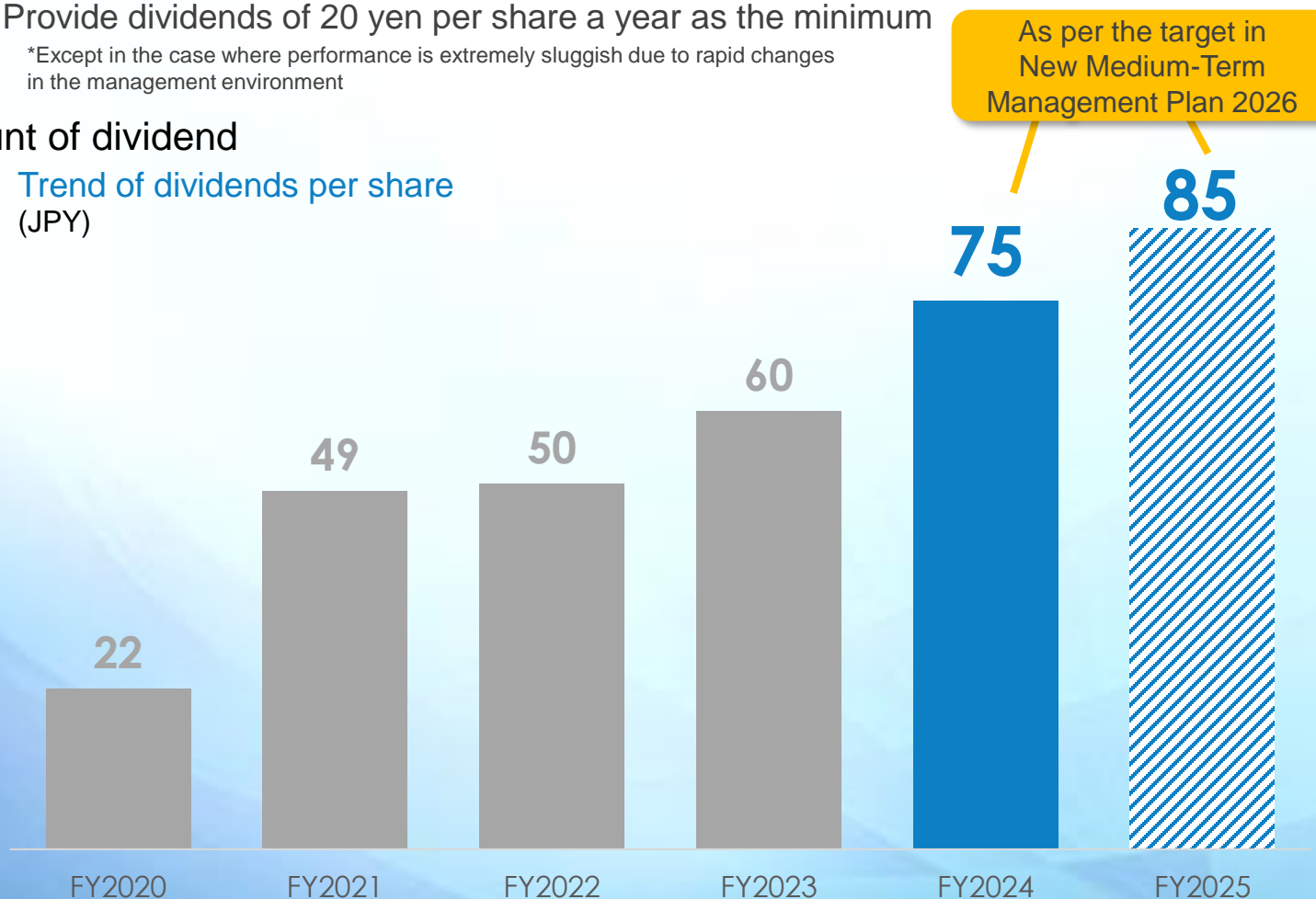
5. Returns to Shareholders

Views on shareholder returns (basic policy on dividends)

- Continue providing stable dividends with a consolidated dividend payout ratio of 30% as the standard
- Provide dividends of 20 yen per share a year as the minimum
*Except in the case where performance is extremely sluggish due to rapid changes in the management environment

Amount of dividend

Trend of dividends per share
(JPY)



6. Progress of the Medium-Term Management Plan 2026

6. Progress of the Medium-Term Management Plan 2026

Enhancing existing businesses

Growing sales through solutions businesses

- Simulation design through in-vehicle evaluation technologies/enhancing R&D in China
- Establishing an R&D function in India

Growing sales to high-growth regions

- Enhancing technology and production structures in India and Indonesia

Manufacturing-ability innovations and enhancing HR development

- Developing innovative construction methods/automation/IoT adoption
- Enhancing global HR development

Growing growth businesses and new businesses

Growing industrial and other products

Factory automation

Development of/establishment of mass-production systems for precision seals

New energy

Development of hydrogen-energy seals and vibration-proofing coatings for wind power

Aerospace

Development of vibration-proofing mounts

Growth in the CASE market

Batteries

Development and sales expansion of holding sheets for continually evolving EV products

Development and sales expansion of thermal radiation gap fillers and large-battery vibration-proofing products

Growing life-science products

Bio

Cell-culture bags and cultures and cosmetics raw materials

Microbiological testing

Establishment of mass-production systems and sales expansion for chemical-resistant microbiological-testing chips

6. Progress of the Medium-Term Management Plan 2026

Enhancing existing businesses

- Growing sales through solutions businesses

past

In the Wiper business, we propose the optimal shape of the rubber to meet the customer's high demands for wiping performance

Enhancing Solution Business

Establishment of
Technical center in China

Expansion of
experimental facilities



current

Scientifically study optimal behavior of the rubbers and even propose design specifications for the system components that influence that behavior

=Dramatically shortened the development time for wiper systems

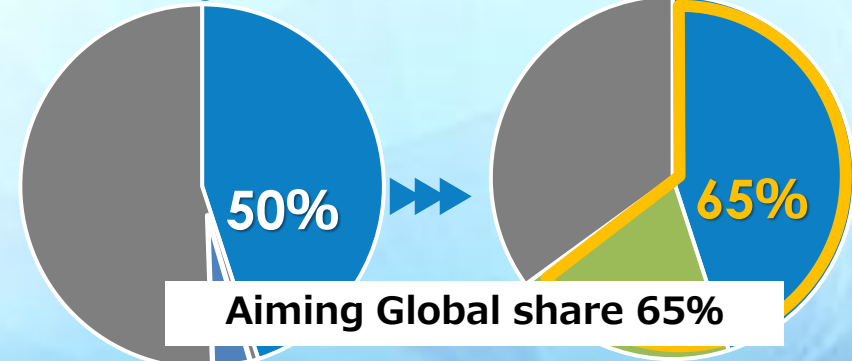
Contributing to customer's
sales expansion

Obtaining orders for more vehicle models
Success sales expansion in Chinese market
Promoting sales expansion in the EV market

OEM Global Share

FY2024

FY2030



Aiming Global share 65%

6. Progress of the Medium-Term Management Plan 2026

Enhancing existing businesses

-Growing sales to high-growth regions (India)

Technical center in operation

New Delhi

Gurugram

Full-scale operation of sales offices begins

Technical center in Pune Factory

Strengthen R&D

Promote sales

Gurugram Sales office (in operation)

Business collaboration with local companies

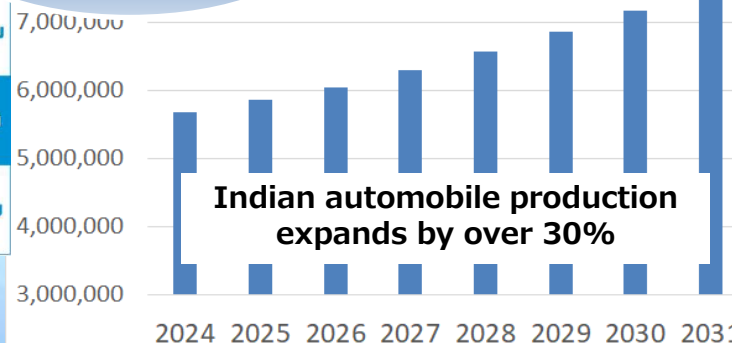
Promoting in-house casting production

Mutual reinforcement

Strengthen price competitiveness



Indian Anti-vibration rubber manufacturer
“Innova Rubbers Private Limited”



Belgaum Casting factory

Kolhapur Casting factory

6. Progress of the Medium-Term Management Plan 2026

Growing growth businesses and new businesses

New energy (Coating technology)

Development of De-icing coatings for wind power

Quickly removes ice on wind turbines, contributing to power generation efficiency, preventing malfunctions and preventing ice blocks from falling.



Aviation (Adhesive technology)

Mass production of jet engine products begins

Streamlining airflow inside the engine

Agricultural machinery (Anti-vibration technology)

Development of Battery retention mechanism for small electric agricultural machinery

Factory automation (Material and Adhesive technology)

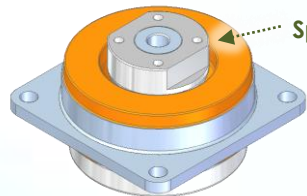
Mass production of precision seals for industrial machinery begins

Sealing products for Air, dust, etc. used in industrial machinery

Expanding our technology proposal-based solutions business into various fields

Aerospace (Anti-vibration technology)

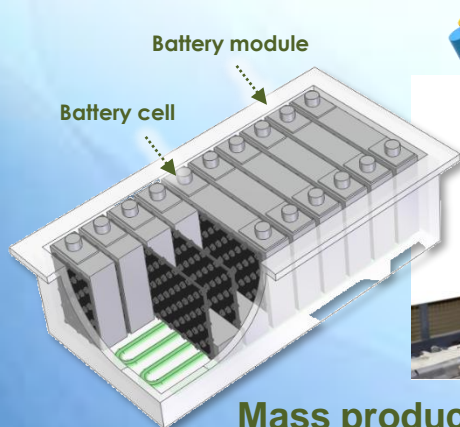
Installed in Advanced Land Observing Satellite 4 (ALOS-4)



Space silicone rubber

Insulating the transmission of vibrations to sensors inside the satellite

CASE market (material development technology)



Mass production of thermally conductive gap filler

Dissipates heat efficiently, contributing to improved performance of batteries

CASE market Expansion

6. Progress of the Medium-Term Management Plan 2026

Growing growth businesses and new businesses

Growing life-science products

Bio

Expansion of line-ups of media per kinds of cells and bags per various purposes

Developing SphereRing® for iPS cell culture development

Promoting collaborative research with academia

Collaborative research with Osaka University and Kanazawa Medical University

Preparing for sales expansion in China



Cell culture media



Cell culture bags



SphereRing®



Microbiological testing

Establishment of mass-production systems and sales expansion for chemical-resistant microbiological-testing chips

Dramatically improving the efficiency of gut microbiota testing

Aiming for insurance coverage and full-scale implementation in clinical settings



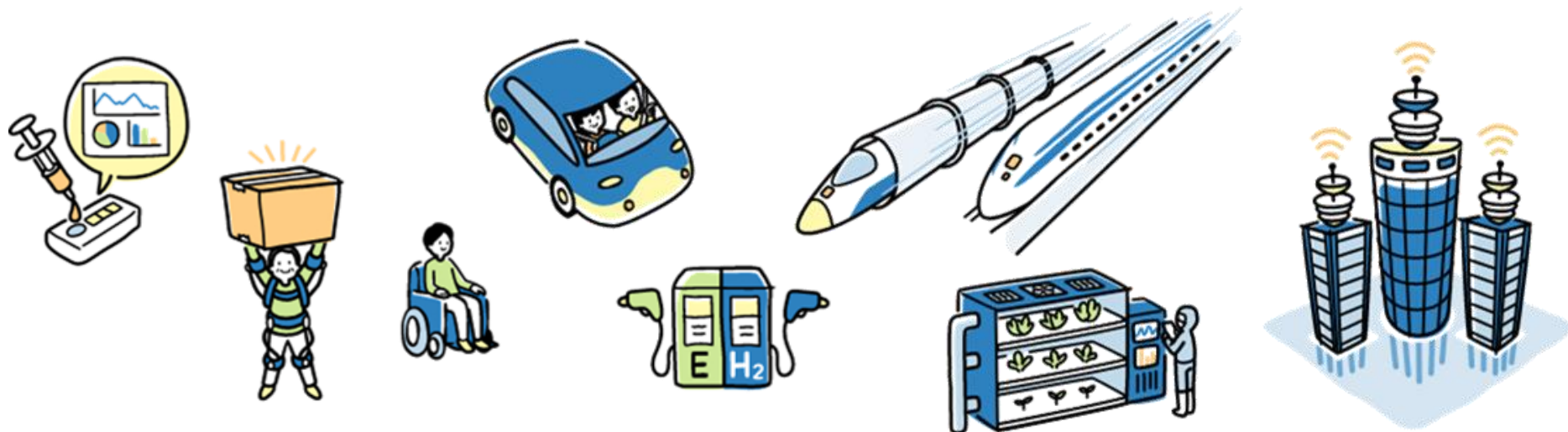
microbiological-testing chips





Φ FUKOKU

To transform all wishes into excitement.





Yes, We Do!

Note

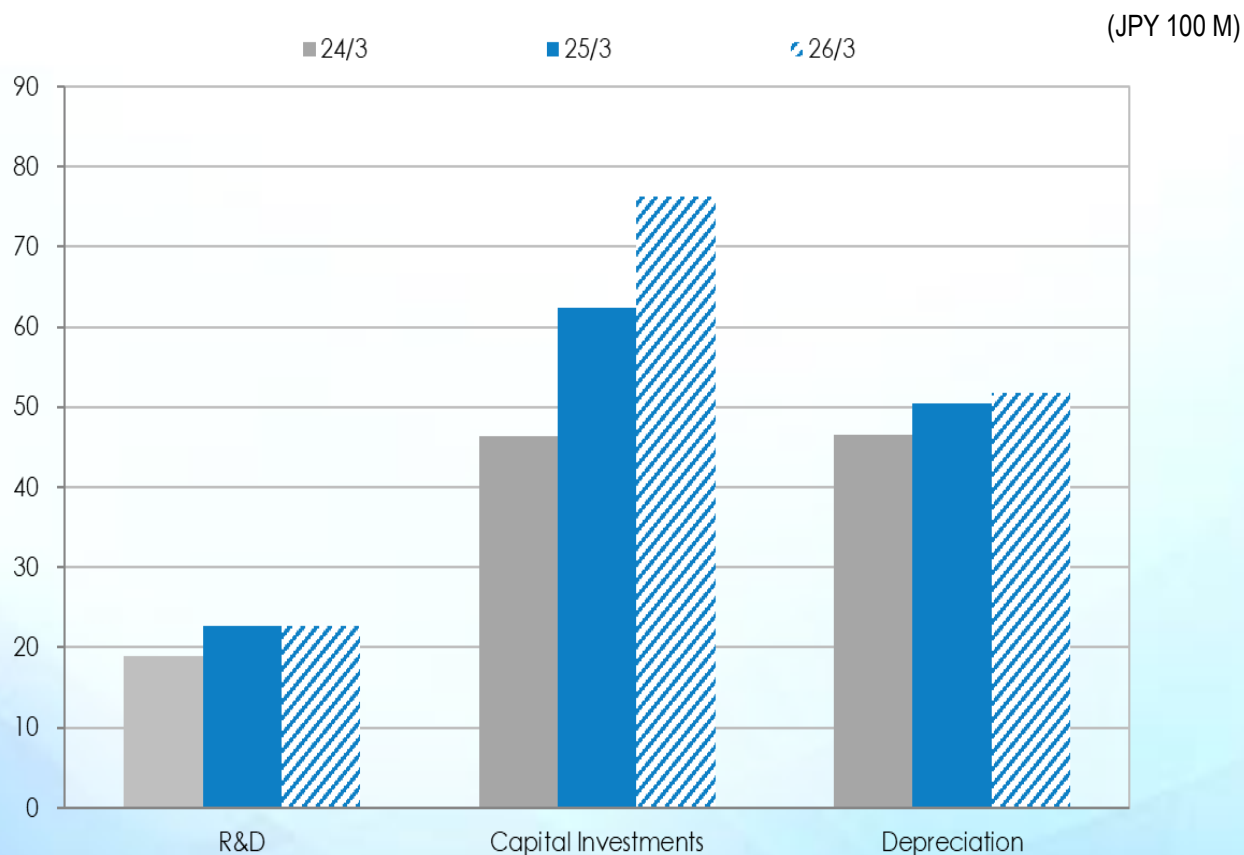
- ◆ This document contains forward-looking statements including strategies and management plans of Fukoku Co., Ltd. and its group companies. All statements contained in this document, other than statements regarding past and present facts, are forward-looking statements. These forward-looking statements are based on assumptions and judgments that Fukoku Co., Ltd. and the Fukoku Group have made in light of the information currently available, and are thus inherently subject to risks and uncertainties. As such, the business environment surrounding us, future performance, and management results may differ from those presented in this document.
- ◆ Any forward-looking statements contained in this document only speak as of the date of this document, and we undertake no obligation to update any information included in this document to reflect new information or future events after the date of this document.

May 28, 2025
Fukoku Co., Ltd.

Appendix

Trend of R&D Expenditures, Depreciation and Capital investments

Trend of R&D Expenditures, Depreciation and Capital investments



Company Profile

| Company Profile

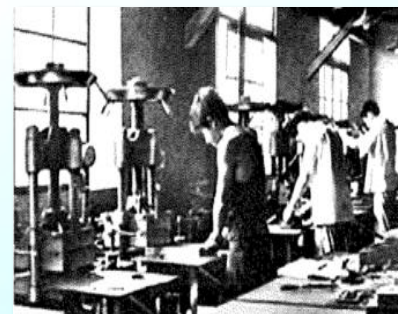
Business profile	Production and sales of Rubber products, Metal products•Plastic products, OA•Electric, devices•Medical devices etc.
Security code	Prime market, Tokyo Stock Exchange (5185)
Foundation	1953 December 24 (70 years since foundation)
Head office	Saitama, Ageo city
Representative	Ikuo Oshiro, President
No. of employees	Consolidation 4,523 Parent company 1,163 *as of March 31, 2025, except part time workers
No. of Shareholders	19,236 *as of March 31, 2025
Bases / Affiliate companies	<ul style="list-style-type: none">• Domestic bases<ul style="list-style-type: none">- 5 plants, 3business offices• Affiliate companies<ul style="list-style-type: none">- Consolidated subsidiaries: 2 in Japan and 14 overseas- Equity Method Affiliated Companies :1 overseas



Company Profile

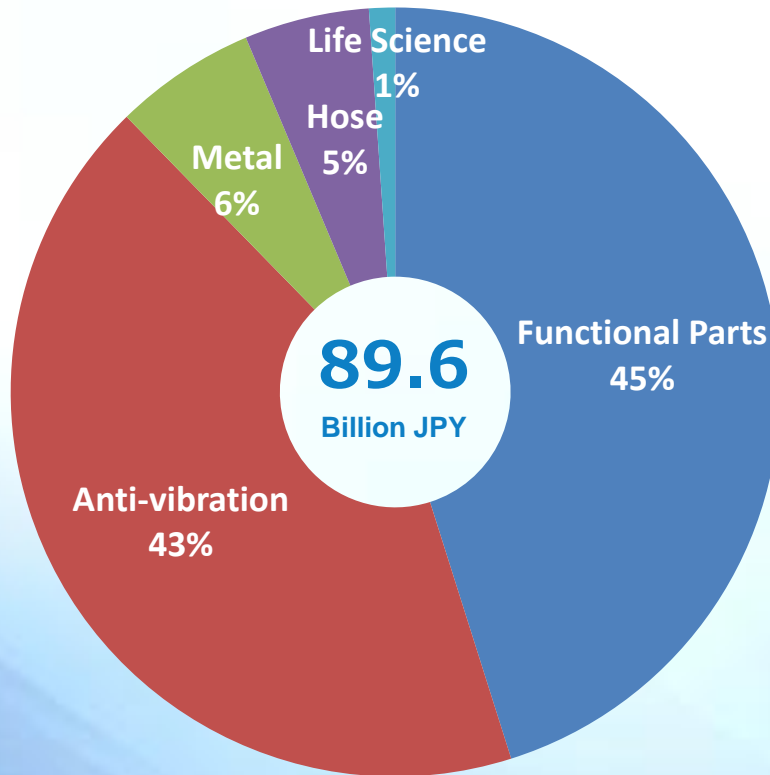
History

1953	Dec	Founder, Eiichi Kawamoto established Fukoku Rubber Industry Co., Ltd.
1956	Apr	Succeeded in developing Wiper blade rubber technology
1972	Sep	Invested in Sueyoshi Industries Co., Ltd.
1983	Jan	Thai Fukoku Co., Ltd. Was established in Bangkok, Thailand.
1986	Jan	Changed the company name to Fukoku Co., Ltd.
1994	Oct	Registered with Japan Securities Dealers' Association (currently JASDAQ) to list stocks for OTC market
1996	Feb	Invested in Tokyo Rubber MFG. Co., Ltd.
2004	Mar	Stock listed on the 2 nd section of the Tokyo Stock Exchange
2005	Mar	Stock upgraded to the 1st section of the Tokyo Stock Exchange
2020	Jun	Selected by the METI under the 2020 Global Niche Top Companies Selection 100 program
2022	Apr	Stock listed on the Prime market of the Tokyo stock exchange
2023	Jul	Ikuo Oshiro was appointed president



Company Profile

Sales per business (FY2024 Consolidation)



Functional Parts



Wiper blade rubber



CVJ boots



Diaphragm

Anti-Vibration Parts



Damper pulley



V-rod



Viscous mount

Metal



Door cover for construction machinery

Hose



Intercooler hose



Water hose

Life Science



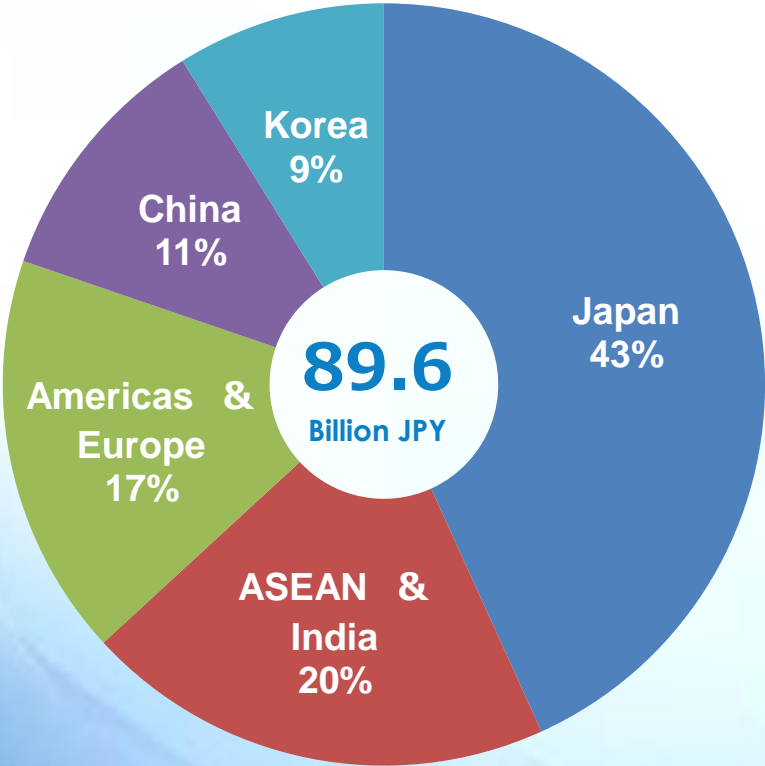
Cell culture bag



Microbiological-testing chips

Sales per region (FY2024 Consolidation)

Global network



	Japan 1953		Indonesia 1997		India 2010
	Thailand 1983		America 2001		Vietnam 2011
	Korea 1987		China 2001		Mexico 2014

*Based on countries or regions of customers locations

Company Profile

| Our strength: Production and sales of a wide variety of products



Company Profile

High share product

■ Automotive industry

World
Share*
(%)

*our estimation

Crankshaft damper



15%

Diaphragm



30%

Piston Seals



17%

Wiper blade rubber



50%

Domestic
share
Over **90%**

■ Other industries

Viscous mount
(for Construction
Machinery)



70%

Cell culture bag



35%

Ingot wire-saw
main roller



30%

CVJ boots



12%

Producing many products with a high market share in niche fields

Award: 2020 Global niche Top 100 June 2020

Fukoku was selected by the Ministry of Economy, Trade and Industry under the **2020 Global Niche Top Companies Selection 100** program that recognizes companies striving to capture global markets, securing a high market share in niche sectors, and performing good management.

The examination committee consists of external experts who evaluate and select companies having:

1. both global share and profit,
2. unique and independent technology, and
3. importance in the supply chain.

