

# **Supplementary Document Ended December 31, 2021**

**Foster Electric Company, Limited**  
(Stock code: 6794, First Section, Tokyo Stock Exchange)

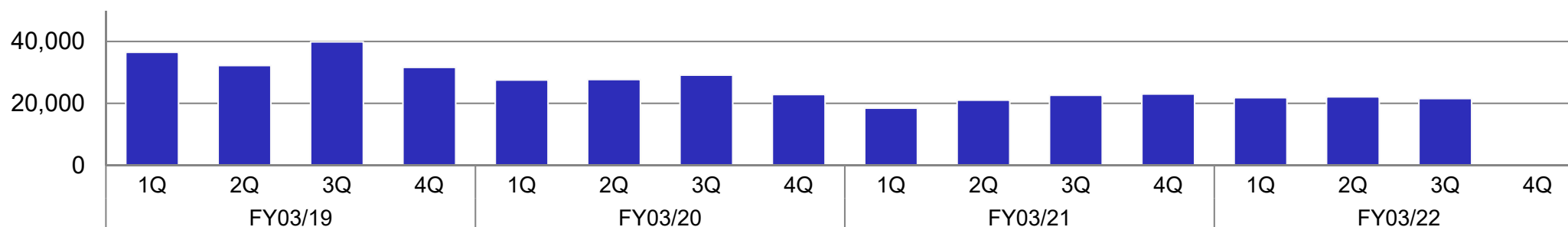
# Quarterly Results



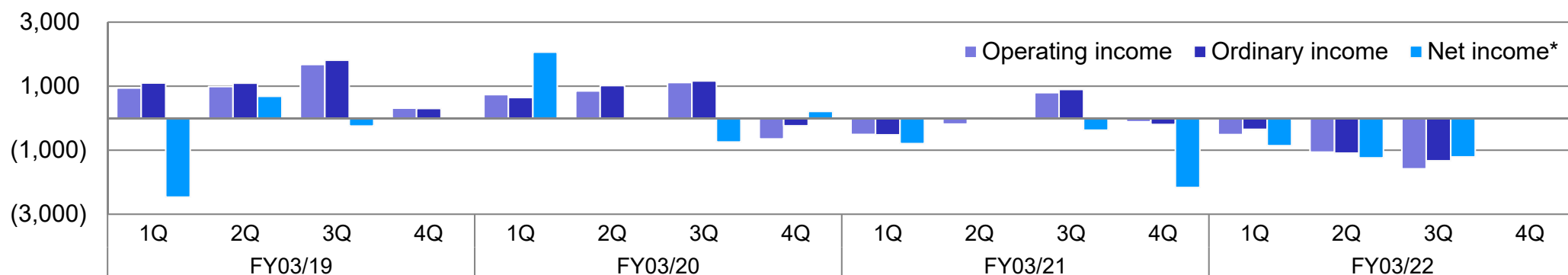
## Results (Millions of yen)

|                               | FY03/19 |        |        |        | FY03/20 |        |        |        | FY03/21 |        |        |         | FY03/22 |         |         |    |
|-------------------------------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|--------|---------|---------|---------|---------|----|
|                               | 1Q      | 2Q     | 3Q     | 4Q     | 1Q      | 2Q     | 3Q     | 4Q     | 1Q      | 2Q     | 3Q     | 4Q      | 1Q      | 2Q      | 3Q      | 4Q |
| Net sales                     | 36,512  | 32,246 | 39,894 | 31,651 | 27,561  | 27,716 | 29,132 | 22,889 | 18,480  | 21,048 | 22,641 | 23,051  | 21,860  | 22,116  | 21,595  |    |
| Operating income              | 947     | 991    | 1,682  | 317    | 741     | 853    | 1,117  | (647)  | (507)   | (181)  | 799    | (110)   | (511)   | (1,057) | (1,578) |    |
| Ordinary income               | 1,101   | 1,097  | 1,815  | 305    | 648     | 1,020  | 1,166  | (235)  | (518)   | 30     | 900    | (193)   | (345)   | (1,088) | (1,329) |    |
| Net income*                   | (2,464) | 688    | (244)  | (6)    | 2,067   | 23     | (740)  | 215    | (791)   | (38)   | (373)  | (2,161) | (857)   | (1,236) | (1,205) |    |
| Operating income to net sales | 2.6%    | 3.1%   | 4.2%   | 1.0%   | 2.7%    | 3.1%   | 3.8%   | (2.8%) | (2.7%)  | (0.9%) | 3.5%   | (0.5%)  | (2.3%)  | (4.8%)  | (7.3%)  |    |
| Ordinary income to net sales  | 3.0%    | 3.4%   | 4.5%   | 1.0%   | 2.4%    | 3.7%   | 4.0%   | (1.0%) | (2.8%)  | 0.1%   | 4.0%   | (0.8%)  | (1.6%)  | (4.9%)  | (6.2%)  |    |
| Net income to net sales**     | (6.7%)  | 2.1%   | (0.6%) | (0.0%) | 7.5%    | 0.1%   | (2.5%) | 0.9%   | (4.3%)  | (0.2%) | (1.6%) | (9.4%)  | (3.9%)  | (5.6%)  | (5.6%)  |    |

## Net sales (Millions of yen)



## Profits (Millions of yen)



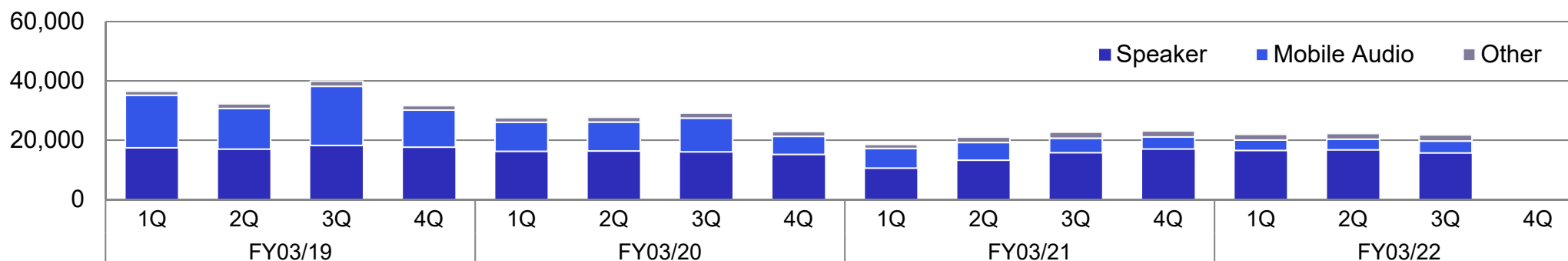
\*Net income (loss) attributable to owners of the parent. \*\*Net income (loss) to net sales attributable to owners of the parent.

# Quarterly Results by Segment

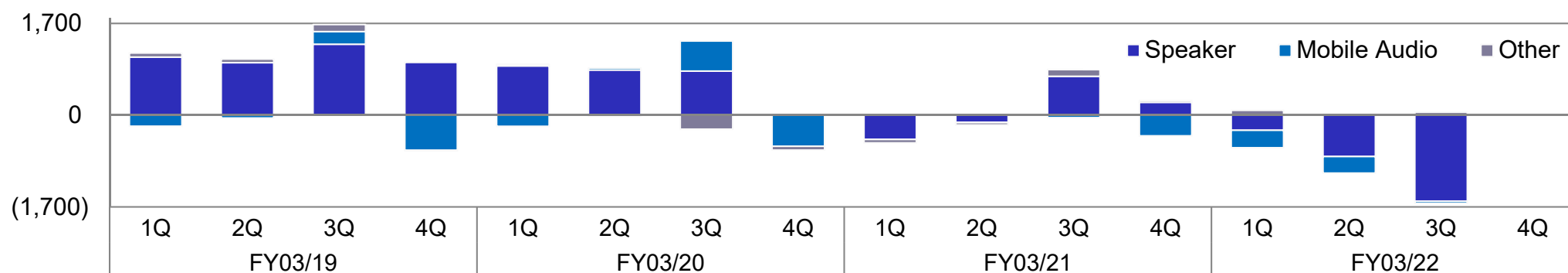
## Results (Millions of yen)

|                  | FY03/19 |        |        |        | FY03/20 |        |        |        | FY03/21 |        |        |        | FY03/22 |        |         |    |
|------------------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|---------|----|
|                  | 1Q      | 2Q     | 3Q     | 4Q     | 1Q      | 2Q     | 3Q     | 4Q     | 1Q      | 2Q     | 3Q     | 4Q     | 1Q      | 2Q     | 3Q      | 4Q |
| Sales            |         |        |        |        |         |        |        |        |         |        |        |        |         |        |         |    |
| Speaker          | 17,462  | 16,988 | 18,269 | 17,684 | 16,253  | 16,378 | 16,097 | 15,227 | 10,619  | 13,273 | 15,802 | 17,042 | 16,553  | 16,741 | 15,703  |    |
| Mobile Audio     | 17,693  | 13,714 | 19,941 | 12,503 | 9,826   | 9,777  | 11,374 | 6,082  | 6,633   | 5,960  | 4,909  | 4,072  | 3,508   | 3,629  | 4,044   |    |
| Other            | 1,399   | 1,591  | 1,731  | 1,503  | 1,511   | 1,596  | 1,706  | 1,641  | 1,321   | 1,855  | 2,010  | 2,058  | 1,947   | 1,933  | 2,061   |    |
| Operating income |         |        |        |        |         |        |        |        |         |        |        |        |         |        |         |    |
| Speaker          | 1,077   | 973    | 1,315  | 978    | 915     | 839    | 817    | 0      | (448)   | (136)  | 722    | 239    | (279)   | (766)  | (1,593) |    |
| Mobile Audio     | (203)   | (51)   | 235    | (651)  | (205)   | 35     | 558    | (575)  | 6       | (1)    | (46)   | (383)  | (323)   | (308)  | (39)    |    |
| Other            | 76      | 67     | 130    | (8)    | 30      | (20)   | (258)  | (72)   | (65)    | (44)   | 123    | 33     | 91      | 17     | 55      |    |

## Sales (Millions of yen)



## Operating income (Millions of yen)



# Quarterly Balance Sheet and Statement of Cash Flows



## Balance sheet (Millions of yen)

|   | FY03/19 |        |        |        | FY03/20 |         |        |         | FY03/21 |         |         |        | FY03/22 |        |        |    |
|---|---------|--------|--------|--------|---------|---------|--------|---------|---------|---------|---------|--------|---------|--------|--------|----|
|   | 1Q      | 2Q     | 3Q     | 4Q     | 1Q      | 2Q      | 3Q     | 4Q      | 1Q      | 2Q      | 3Q      | 4Q     | 1Q      | 2Q     | 3Q     | 4Q |
| <b>Total current assets</b>             | 73,361  | 73,013 | 70,263 | 67,773 | 67,221  | 65,381  | 60,986 | 59,952  | 55,066  | 55,396  | 58,394  | 59,040 | 59,947  | 62,814 | 62,738 |    |
| Cash and deposits                       | 11,003  | 13,108 | 15,255 | 11,854 | 19,839  | 12,575  | 18,295 | 14,770  | 17,985  | 21,401  | 21,987  | 15,470 | 18,556  | 15,499 | 13,863 |    |
| Notes and accounts receivable – trade   | 19,939  | 19,324 | 22,174 | 19,261 | 18,721  | 19,289  | 19,187 | 15,145  | 15,351  | 16,018  | 16,794  | 16,945 | 16,571  | 17,196 | 16,020 |    |
| Other                                   | 42,419  | 40,581 | 32,834 | 36,658 | 28,661  | 33,517  | 23,504 | 30,037  | 21,730  | 17,977  | 19,613  | 26,625 | 24,820  | 30,119 | 32,855 |    |
| <b>Total non-current assets</b>         | 24,231  | 24,332 | 23,340 | 23,497 | 22,840  | 22,227  | 22,847 | 20,872  | 20,524  | 20,160  | 18,606  | 18,193 | 18,309  | 18,247 | 18,411 |    |
| Net property, plant and equipment       | 18,768  | 18,922 | 18,357 | 18,475 | 18,927  | 18,116  | 18,013 | 17,980  | 17,673  | 17,312  | 15,787  | 15,213 | 15,234  | 15,190 | 15,354 |    |
| Total intangible assets                 | 1,259   | 1,182  | 1,139  | 1,171  | 314     | 433     | 212    | 217     | 201     | 198     | 198     | 189    | 196     | 194    | 205    |    |
| Total investments and other assets      | 4,203   | 4,227  | 3,844  | 3,851  | 3,598   | 3,677   | 4,621  | 2,675   | 2,649   | 2,649   | 2,621   | 2,790  | 2,877   | 2,863  | 2,851  |    |
| <b>Total assets</b>                     | 97,593  | 97,346 | 93,604 | 91,271 | 90,062  | 87,609  | 83,833 | 80,825  | 75,590  | 75,556  | 77,001  | 77,233 | 78,256  | 81,062 | 81,150 |    |
| <b>Total current liabilities</b>        | 25,748  | 24,338 | 26,788 | 25,453 | 23,802  | 22,439  | 18,816 | 17,783  | 15,241  | 15,623  | 18,041  | 18,738 | 19,953  | 23,931 | 25,098 |    |
| Notes and accounts payable – trade      | 11,295  | 9,535  | 9,184  | 8,334  | 7,507   | 8,067   | 8,086  | 7,390   | 5,604   | 6,296   | 8,491   | 8,735  | 8,969   | 9,300  | 7,705  |    |
| Short-term loans and bonds payable      | 7,322   | 6,952  | 9,953  | 9,497  | 9,473   | 7,586   | 3,859  | 3,904   | 4,479   | 3,669   | 3,697   | 4,084  | 5,247   | 8,208  | 10,525 |    |
| Other                                   | 7,131   | 7,851  | 7,651  | 7,622  | 6,822   | 6,786   | 6,871  | 6,489   | 5,158   | 5,658   | 5,853   | 5,919  | 5,737   | 6,423  | 6,868  |    |
| <b>Total non-current liabilities</b>    | 8,555   | 9,293  | 7,380  | 6,523  | 6,088   | 5,567   | 5,232  | 4,047   | 3,144   | 2,916   | 2,699   | 2,501  | 2,341   | 2,067  | 1,829  |    |
| Long-term debt and bonds payable        | 7,529   | 8,243  | 5,455  | 5,108  | 4,490   | 3,918   | 3,365  | 2,637   | 1,850   | 1,606   | 1,362   | 1,118  | 875     | 631    | 450    |    |
| Other                                   | 1,026   | 1,050  | 1,925  | 1,415  | 1,598   | 1,649   | 1,867  | 1,410   | 1,294   | 1,310   | 1,337   | 1,383  | 1,466   | 1,436  | 1,379  |    |
| <b>Total net assets</b>                 | 63,289  | 63,714 | 59,436 | 59,294 | 60,171  | 59,602  | 59,785 | 58,995  | 57,205  | 57,015  | 56,260  | 55,993 | 55,962  | 55,063 | 54,222 |    |
| Shareholders' equity                    | 58,634  | 58,155 | 54,328 | 54,322 | 56,162  | 56,185  | 55,120 | 55,335  | 54,201  | 54,169  | 53,568  | 50,837 | 49,868  | 48,646 | 47,177 |    |
| Accumulated other comprehensive income  | 263     | 975    | 154    | 27     | (931)   | (1,474) | (310)  | (1,563) | (1,952) | (2,132) | (2,486) | (198)  | 473     | 788    | 1,570  |    |
| Non-controlling interests               | 4,391   | 4,583  | 4,952  | 4,944  | 4,939   | 4,891   | 4,975  | 5,224   | 4,956   | 4,978   | 5,178   | 5,354  | 5,621   | 5,628  | 5,474  |    |
| <b>Total liabilities and net assets</b> | 97,593  | 97,346 | 93,604 | 91,271 | 90,062  | 87,609  | 83,833 | 80,825  | 75,590  | 75,556  | 77,001  | 77,233 | 78,256  | 81,062 | 81,150 |    |

## Statement of cash flows (Millions of yen)

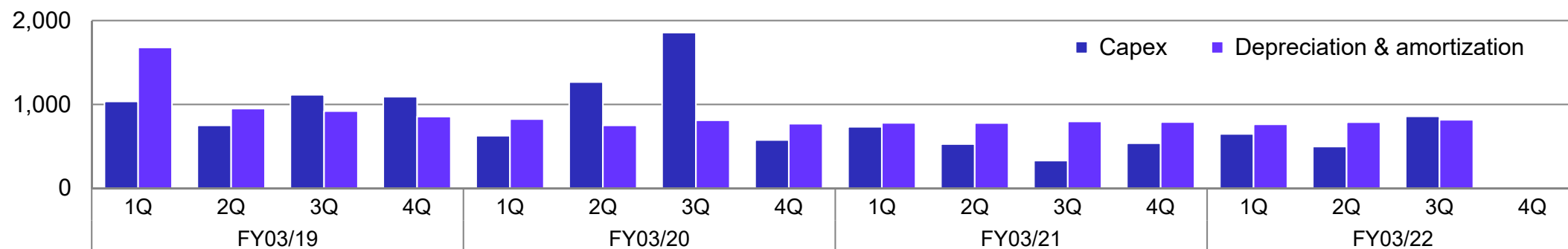
|   | FY03/19 |         |         |        | FY03/20 |         |         |        | FY03/21 |         |        |         | FY03/22 |         |         |    |
|---|---------|---------|---------|--------|---------|---------|---------|--------|---------|---------|--------|---------|---------|---------|---------|----|
|   | 1Q      | 2Q      | 3Q      | 4Q     | 1Q      | 2Q      | 3Q      | 4Q     | 1Q      | 2Q      | 3Q     | 4Q      | 1Q      | 2Q      | 3Q      | 4Q |
| <b>Operating activities</b>                 | 675     | 2,942   | 7,373   | 6,971  | 873     | 2,375   | 4,250   | 3,594  | (2,309) | 3,626   | 960    | (1,538) | (2,351) | (3,840) | (3,309) |    |
| <b>Investing activities</b>                 | (556)   | (1,598) | (533)   | (738)  | 1,862   | (690)   | (1,322) | 666    | (1,246) | (351)   | (144)  | (219)   | (228)   | (1,172) | (970)   |    |
| <b>Financing activities</b>                 | 2,043   | (885)   | (3,315) | (780)  | (1,023) | (2,308) | (4,758) | (734)  | (691)   | (1,004) | (384)  | (545)   | 658     | 2,709   | 2,548   |    |
| <b>Foreign exchange impact</b>              | (320)   | 510     | (318)   | (96)   | (229)   | (269)   | (75)    | 195    | (375)   | (40)    | (76)   | 778     | 201     | 42      | (12)    |    |
| <b>Net increase (decrease) in cash flow</b> | 1,840   | 972     | 3,204   | 5,357  | 1,482   | (892)   | (1,905) | 3,721  | (4,622) | 2,231   | 357    | (1,523) | (1,720) | (2,260) | (1,743) |    |
| <b>Cash flow at the end of period</b>       | 11,991  | 12,962  | 16,167  | 21,514 | 23,007  | 22,114  | 20,209  | 23,930 | 19,307  | 21,539  | 21,895 | 20,373  | 18,653  | 16,392  | 14,650  |    |

# Quarterly Capex, Depreciation and Amortization, and R&D Expenses

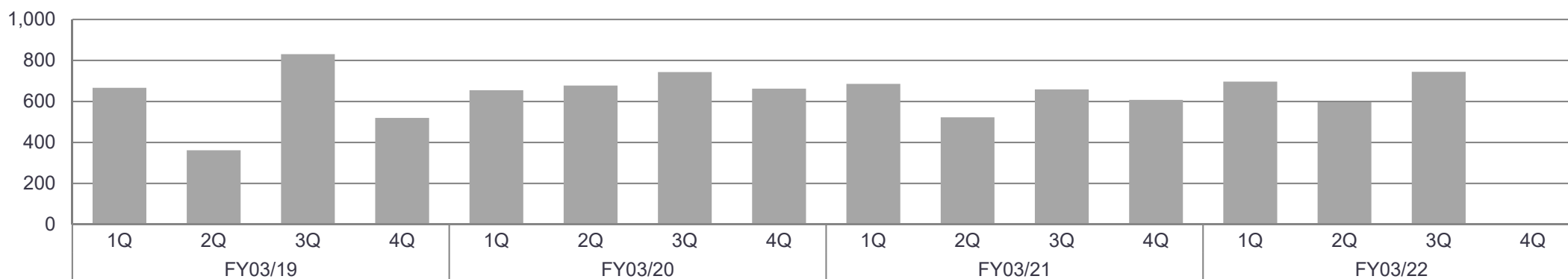
Capex, depreciation & amortization, and R&D expenses (Millions of yen)

|                             | FY03/19 |     |       |       | FY03/20 |       |       |     | FY03/21 |     |     |     | FY03/22 |     |     |    |
|-----------------------------|---------|-----|-------|-------|---------|-------|-------|-----|---------|-----|-----|-----|---------|-----|-----|----|
|                             | 1Q      | 2Q  | 3Q    | 4Q    | 1Q      | 2Q    | 3Q    | 4Q  | 1Q      | 2Q  | 3Q  | 4Q  | 1Q      | 2Q  | 3Q  | 4Q |
| Capex                       | 1,036   | 750 | 1,116 | 1,092 | 627     | 1,267 | 1,858 | 576 | 734     | 528 | 330 | 538 | 648     | 498 | 859 |    |
| Depreciation & amortization | 1,680   | 951 | 921   | 856   | 826     | 750   | 812   | 771 | 781     | 779 | 797 | 791 | 763     | 789 | 818 |    |
| R&D expenses                | 667     | 362 | 831   | 520   | 655     | 678   | 744   | 663 | 686     | 523 | 659 | 608 | 697     | 597 | 745 |    |

Capex, depreciation & amortization (Millions of yen)



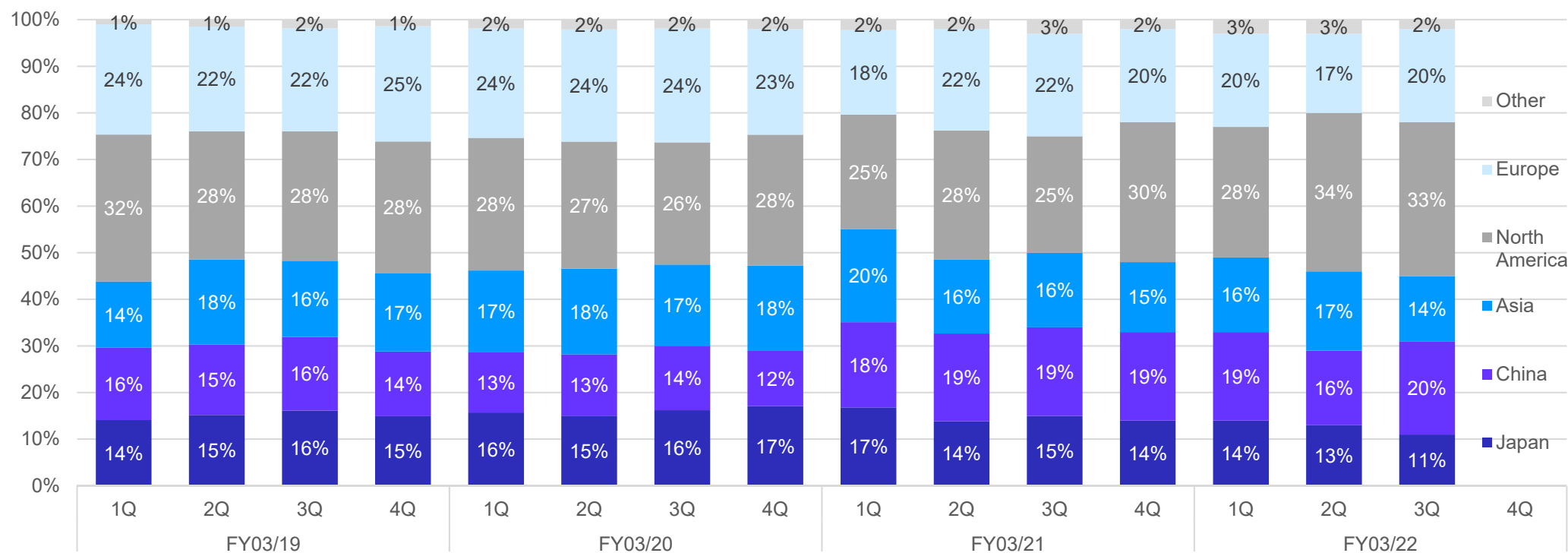
R&D expenses (Millions of yen)



# Quarterly Sales Weighting of Car Speakers by Region **FOSTER**

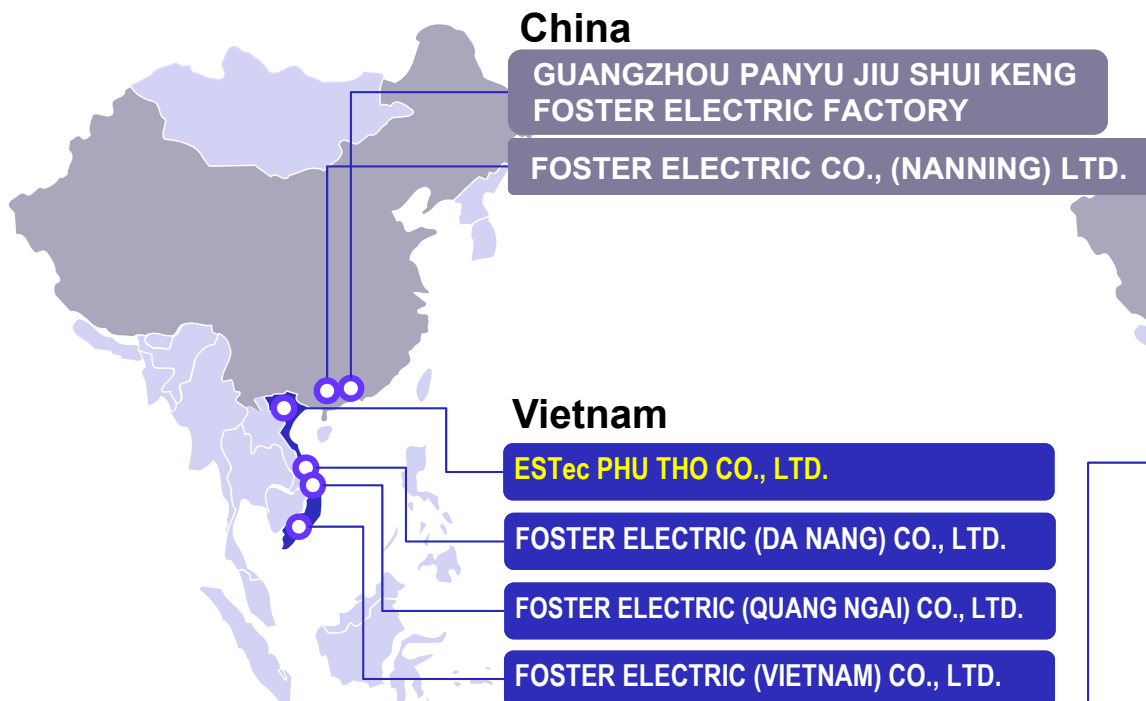
Sales weighting of car speakers by region

|  | FY03/19       |               |               |               | FY03/20       |               |               |               | FY03/21      |               |               |               | FY03/22       |               |               |    |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|----|
|  | 1Q            | 2Q            | 3Q            | 4Q            | 1Q            | 2Q            | 3Q            | 4Q            | 1Q           | 2Q            | 3Q            | 4Q            | 1Q            | 2Q            | 3Q            | 4Q |
| Japan                                    | 14%           | 15%           | 16%           | 15%           | 16%           | 15%           | 16%           | 17%           | 17%          | 14%           | 15%           | 14%           | 14%           | 13%           | 11%           |    |
| China                                    | 16%           | 15%           | 16%           | 14%           | 13%           | 13%           | 14%           | 12%           | 18%          | 19%           | 19%           | 19%           | 19%           | 16%           | 20%           |    |
| Asia                                     | 14%           | 18%           | 16%           | 17%           | 17%           | 18%           | 17%           | 18%           | 20%          | 16%           | 16%           | 15%           | 16%           | 17%           | 14%           |    |
| North America                            | 32%           | 28%           | 28%           | 28%           | 28%           | 27%           | 26%           | 28%           | 25%          | 28%           | 25%           | 30%           | 28%           | 34%           | 33%           |    |
| Europe                                   | 24%           | 22%           | 22%           | 25%           | 24%           | 24%           | 24%           | 23%           | 18%          | 22%           | 22%           | 20%           | 20%           | 17%           | 20%           |    |
| Other                                    | 1%            | 1%            | 2%            | 1%            | 2%            | 2%            | 2%            | 2%            | 2%           | 2%            | 3%            | 2%            | 3%            | 3%            | 2%            |    |
| <b>Total</b>                             | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   | <b>100%</b>  | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   | <b>100%</b>   |    |
| <b>Total sales<br/>(Millions of yen)</b> | <b>15,165</b> | <b>14,611</b> | <b>14,820</b> | <b>14,739</b> | <b>13,598</b> | <b>13,735</b> | <b>13,233</b> | <b>12,840</b> | <b>8,479</b> | <b>11,898</b> | <b>13,155</b> | <b>14,985</b> | <b>13,652</b> | <b>13,295</b> | <b>13,588</b> |    |

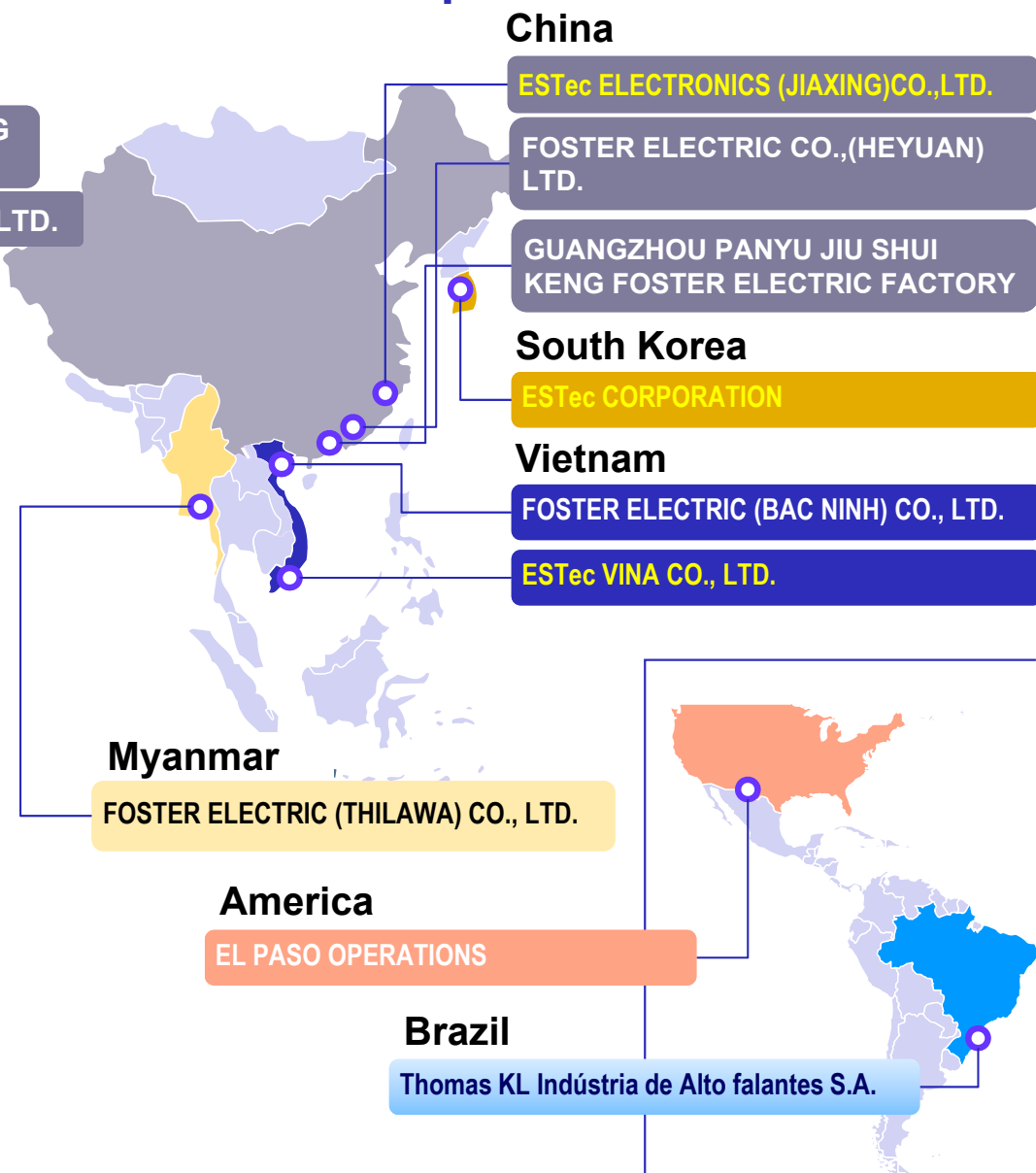


# The Group's Major Manufacturing Sites

## Mobile Audio



## Speakers



(As of December 31, 2021)

## **[Precautionary Statement]**

All forward-looking statements contained in this material, including forecasts, plans, and outlooks on current or future earnings, are based on currently available information and assumptions on risks and uncertainties that may affect future earnings. Actual results may differ from forecasts or estimates due to a range of factors, including economic conditions surrounding the Group's operations, business conditions of related markets and at OEM customers, the competitive environment and pricing competition in Japan and overseas, raw material prices, foreign exchange rates, risks affecting overseas business, regulations in Japan and overseas, disasters or accidents, and share prices.

## **[Inquiries]**

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