

Financial Results Briefing for the Fiscal Year Ended March 31, 2021

Foster Electric Company, Limited
(Stock code: 6794, First Section, Tokyo Stock Exchange)
May 20, 2021

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I. Overview of Financial Results for the Fiscal Year Ended March 31, 2021

FY03/21 Results

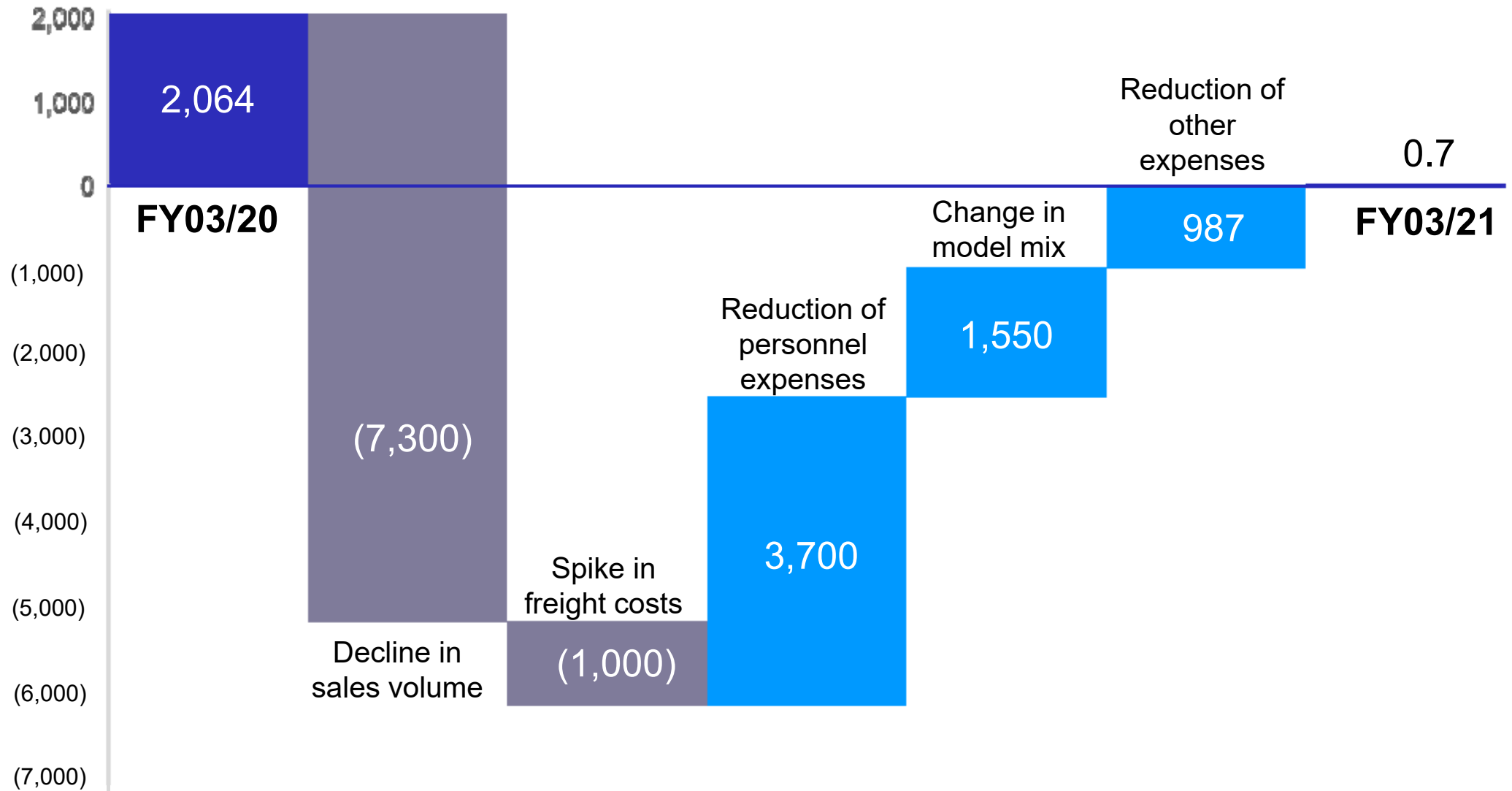
(Millions of yen)

	FY03/20	FY03/21	Amount of change	Percentage change (YoY)	Revised FY03/21 forecast	Difference	Percentage achieved
Net sales	107,298	85,220	(22,078)	(20.6%)	85,000	220	100.3%
Operating income	2,064	0.7	(2,063)	(100.0%)	50	(49.3)	1.4%
<i>Operating income (loss) to net sales</i>	<i>1.9%</i>	<i>0.0%</i>			<i>0.0%</i>		
Ordinary income(loss)*	2,599	219	(2,380)	(91.6%)	200	19	109.5%
<i>Ordinary income (loss) to net sales</i>	<i>2.4%</i>	<i>0.3%</i>			<i>0.2%</i>		
Net income (loss)*	1,565	(3,363)	(4,928)	—	(2,500)	(863)	—
<i>Net income (loss) to net sales**</i>	<i>1.5%</i>	<i>(3.9%)</i>			<i>(2.9%)</i>		
Net income (loss) per share (in exact yen)	69.15	(148.47)	(217.62)	—	(110.16)	(38.31)	—
Dividends per share (in exact yen)	35.00	15.00	(20.00)	(57.1%)			
Dividend payout ratio	50.6%	—					
ROE	2.9%	(6.4%)					
Exchange rates	108.95 yen/USD 120.85 yen/EUR	105.95 yen/USD 124.06 yen/EUR					

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

Breakdown of YoY Change in Operating Income

(Millions of yen)



Segment Performance

FOSTER

(Millions of yen)

		FY03/20	Composition ratio	FY03/21	Composition ratio	Percentage change (YoY)
	Net sales	107,298		85,220		(20.6%)
	Operating income	2,064		0.7		(100.0%)
	<i>Income ratio</i>	<i>1.9%</i>		<i>0.0%</i>		
Speaker	Sales	63,955	59.5%	56,736	66.5%	(11.3%)
	Operating income	2,571	—	377	—	(85.3%)
	<i>Income ratio</i>	<i>4.0%</i>		<i>0.7%</i>		
Mobile Audio	Sales	37,059	34.5%	21,574	25.3%	(41.8%)
	Operating income	(187)	—	(424)	—	—
	<i>Income ratio</i>	<i>(0.5%)</i>		<i>(2.0%)</i>		
Other	Sales	6,454	6.0%	7,244	8.2%	12.2%
	Operating income	(320)	—	47	—	—
	<i>Income ratio</i>	<i>(5.0%)</i>		<i>0.6%</i>		

Segment sales and operating income declined YoY.

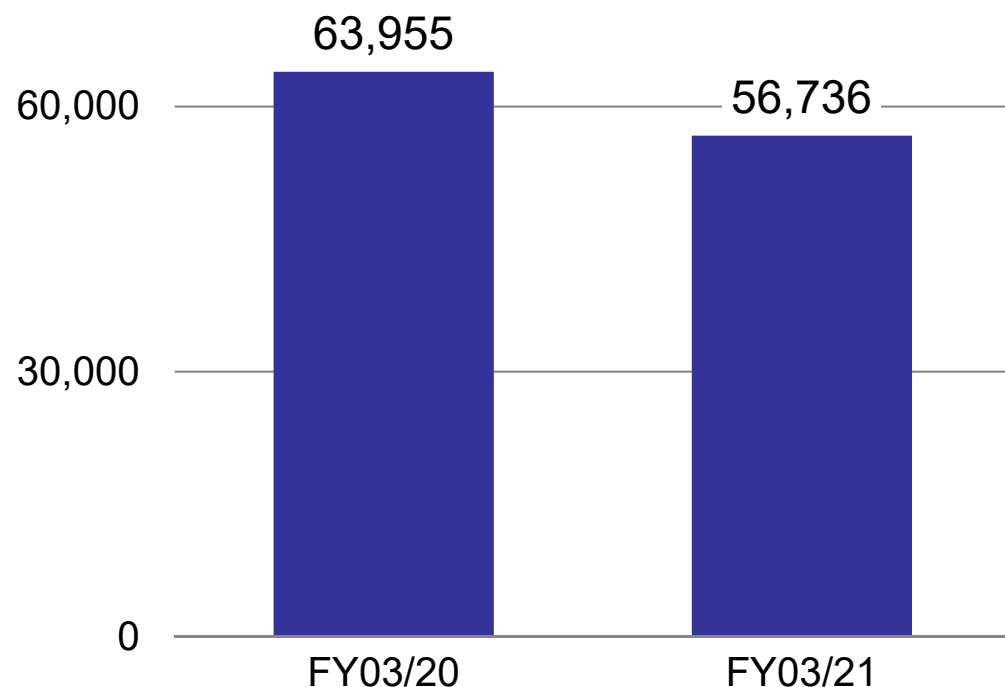
- Shipments of car speakers recovered in the second half, but sales and operating income were affected by a spike in container freight rates, disruption of local supply chains, and geopolitical risks.

(Millions of yen)

		FY03/20	FY03/21	Composition ratio	Percentage change (YoY)
Speaker	Sales	63,955	56,736	66.5%	(11.3%)
	Operating income	2,571	377	—	(85.3%)
	<i>Income ratio</i>	4.0%	0.7%		

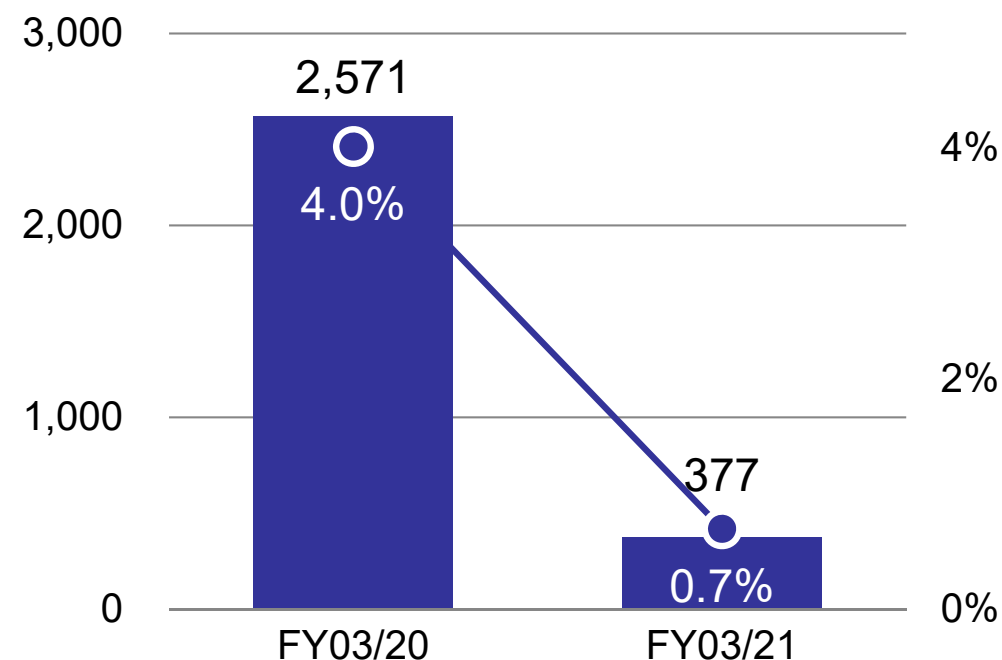
(Millions of yen)

Sales



(Millions of yen)

Operating income and income ratio

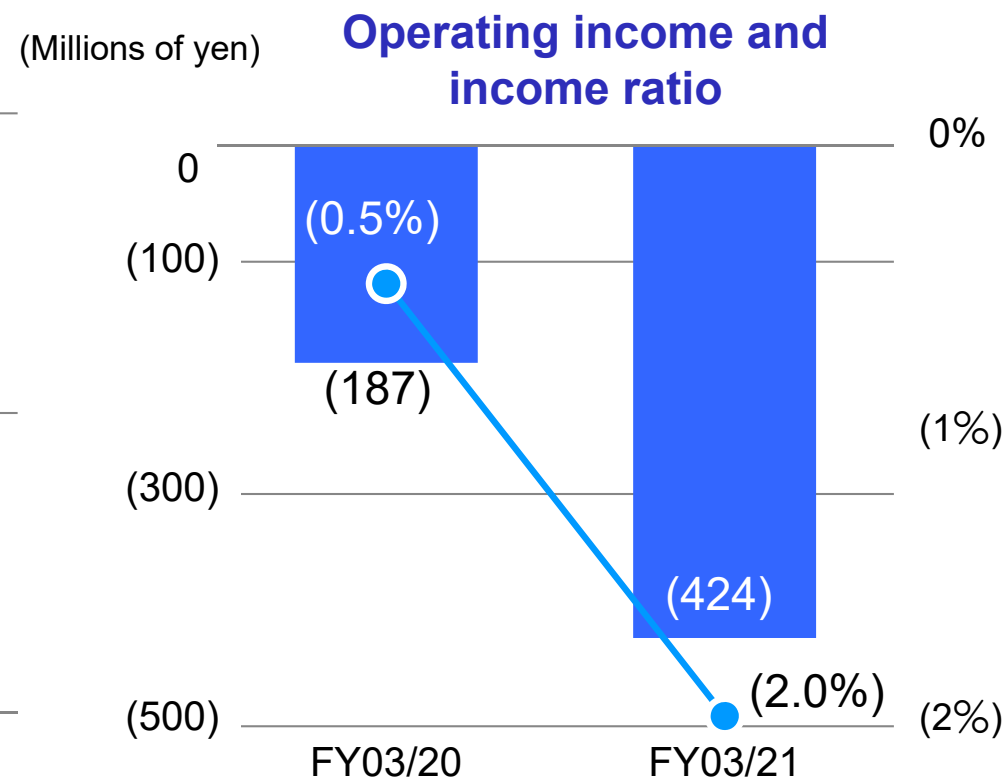
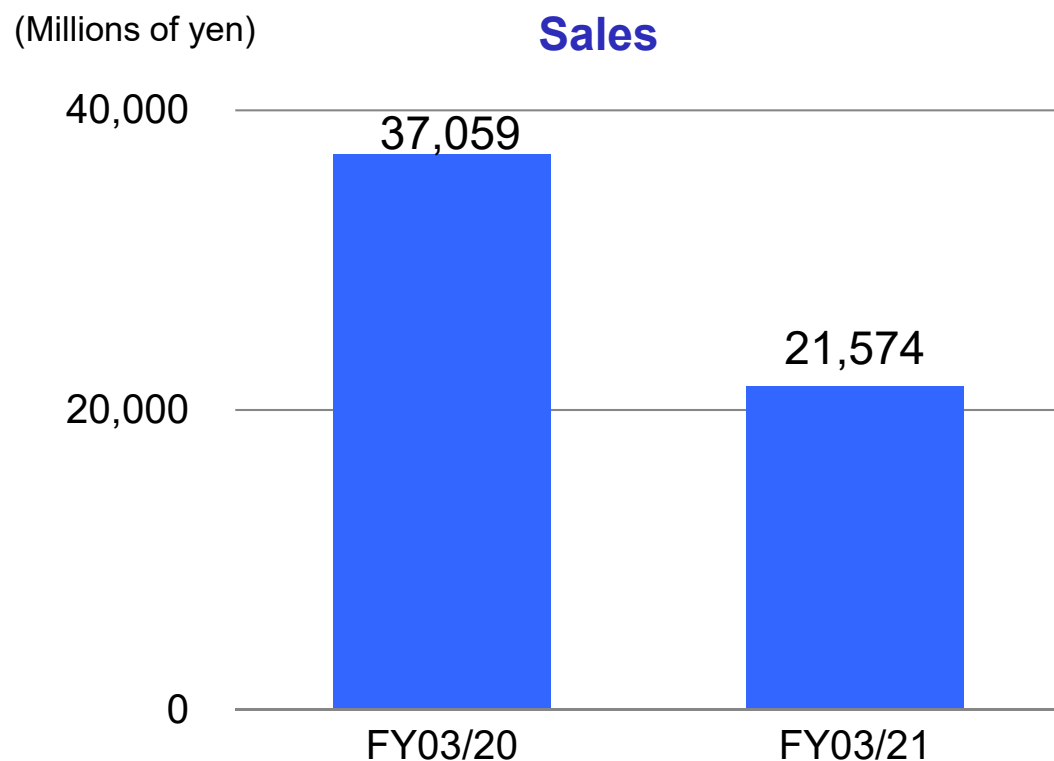


Segment sales and operating income declined YoY.

- Shipments of consumer-use actuators were in line with the plan, but the sales volume of headsets for customers declined.

(Millions of yen)

		FY03/20	FY03/21	Composition ratio	Percentage change (YoY)
Mobile Audio	Sales	37,059	21,574	25.3%	(41.8%)
	Operating income	(187)	(424)	—	—
	<i>Income ratio</i>	<i>(0.5%)</i>	<i>(2.0%)</i>		



Segment sales and operating income increased YoY.

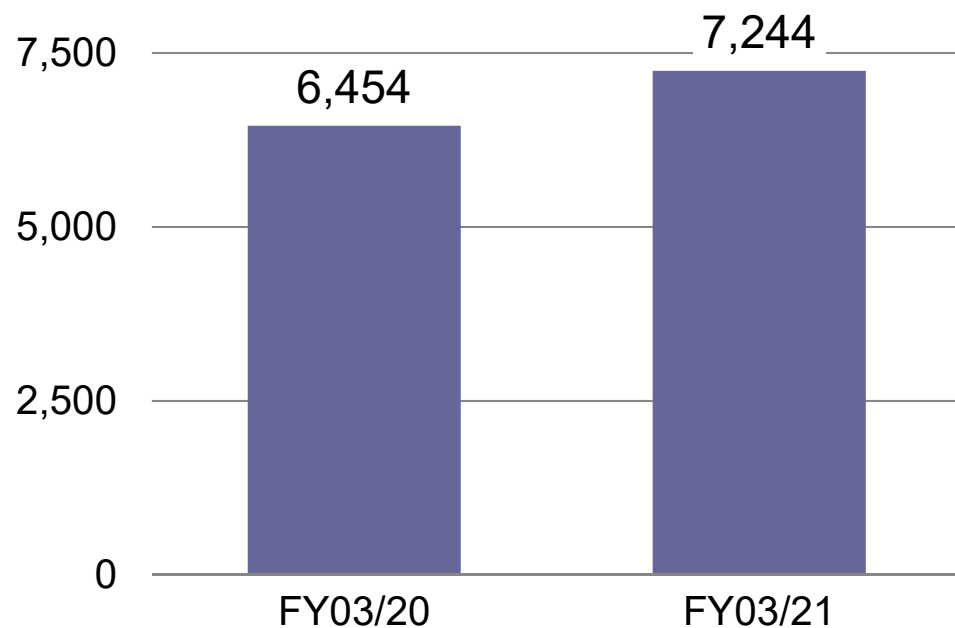
➤ Results were robust for micro acoustic components used in automotive applications.

(Millions of yen)

		FY03/20	FY03/21	Composition ratio	Percentage change (YoY)
Other	Sales	6,454	7,244	8.2%	12.2%
	Operating income	(320)	47	—	—
	<i>Income ratio</i>	<i>(5.0%)</i>	<i>0.6%</i>		

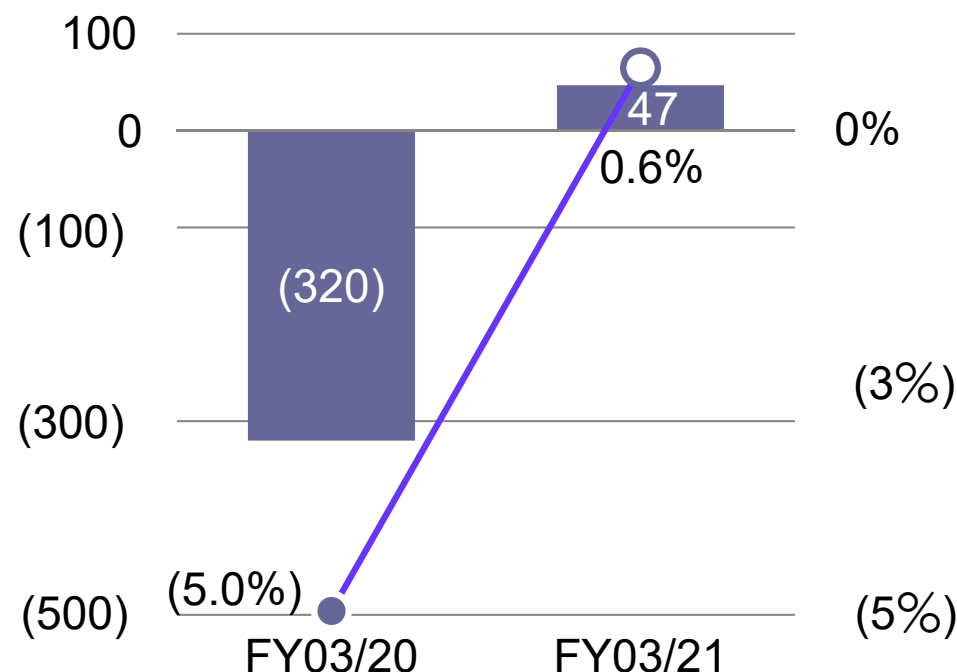
(Millions of yen)

Sales



(Millions of yen)

Operating income and income ratio



Consolidated Balance Sheet

FOSTER

Equity ratio as of March 31, 2021 was 65.6% (66.5% as of March 31, 2020).

(Millions of yen)

	End-FY03/20	End-FY03/21	Amount of change
Current assets	59,952	59,040	(912)
Cash and deposits	14,770	15,470	700
Notes and accounts receivable – trade	15,145	16,945	1,800
Inventories	17,622	18,479	857
Other	12,415	8,146	(4,269)
Non-current assets	20,872	18,193	(2,679)
Property, plant and equipment	17,980	15,213	(2,767)
Intangible assets	217	189	(28)
Investments and other assets	2,675	2,790	115
Total assets	80,825	77,233	(3,592)
Current liabilities	17,783	18,738	955
Notes and accounts payable – trade	7,390	8,735	1,345
Short-term bank loans	2,138	2,556	418
Current portion of long-term debt	1,766	1,528	(238)
Other	6,489	5,919	(570)
Non-current liabilities	4,047	2,501	(1,546)
Long-term debt	2,637	1,118	(1,519)
Other	1,410	1,383	(27)
Net assets	58,995	55,993	(3,002)
Shareholders' equity	55,335	50,837	(4,498)
Total accumulated other comprehensive income	(1,563)	(198)	1,365
Non-controlling interests	5,224	5,354	130
Total liabilities and net assets	80,825	77,233	(3,592)

Statement of Cash Flows

FOSTER

Free cash flow for FY03/21 was -1.22 billion yen.

(Millions of yen)

	FY03/20	FY03/21	Amount of change
Operating activities	11,092	739	(10,353)
Investing activities	516	(1,960)	(2,476)
Free cash flow*	11,608	(1,221)	(12,829)
Financing activities	(8,823)	(2,624)	6,199
Net increase (decrease) in cash and cash equivalents	2,406	(3,557)	(5,963)
Cash and cash equivalents at the end of the period	23,930	20,373	(3,557)

*Free cash flow = Cash flow from operating activities + cash flow from investing activities

II. Summary of the Full Year and Forecasts for Fiscal Year Ending March 31, 2022

Net sales were in line with the initial plan, but profits came in below the initial plan.

1

Sales recovered as we captured the revival of demand in the auto industry after the slump caused by the COVID-19 pandemic

2

Impact of COVID-19

(Spike in sea freight rates due to shipping container shortages, rise in transportation costs due to an increase in air transport, disruption of local supply chains)

3

Suspended production in Myanmar

4

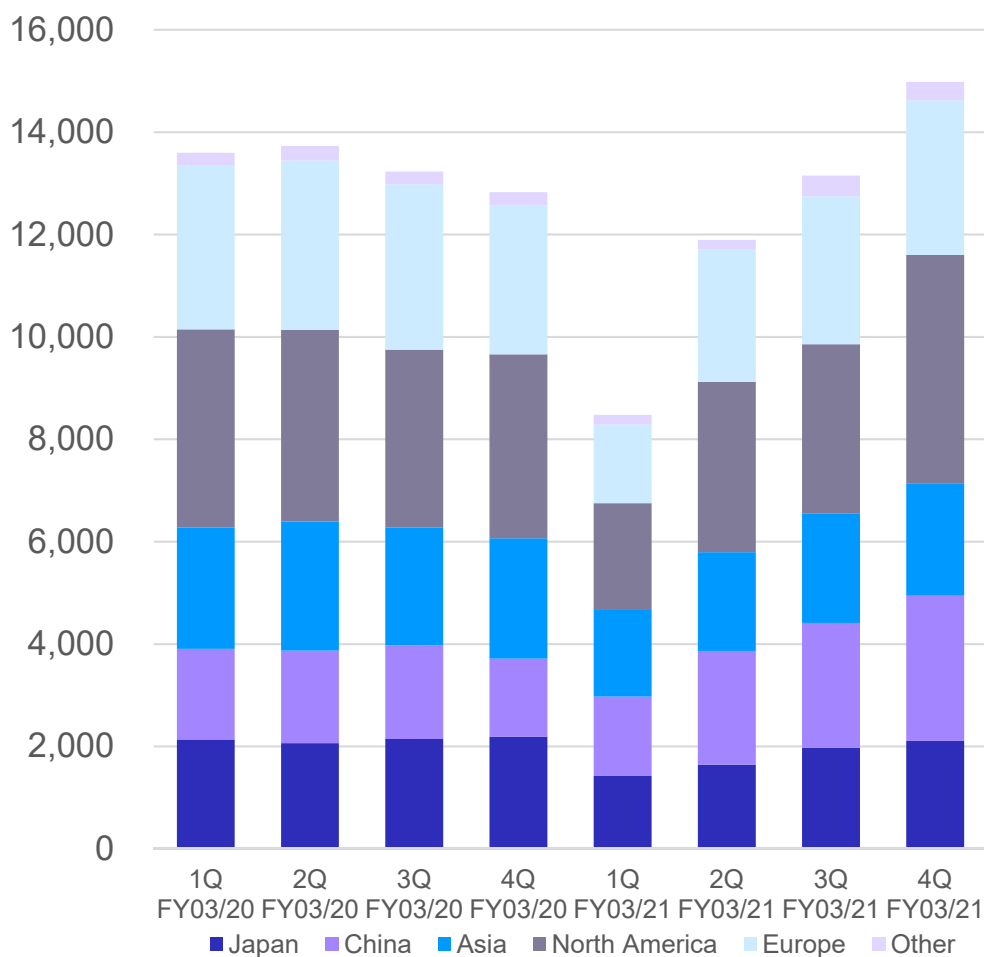
Made efforts to strengthen the corporate structure

(Cost reduction, rationalization of operations, further work-style reforms)

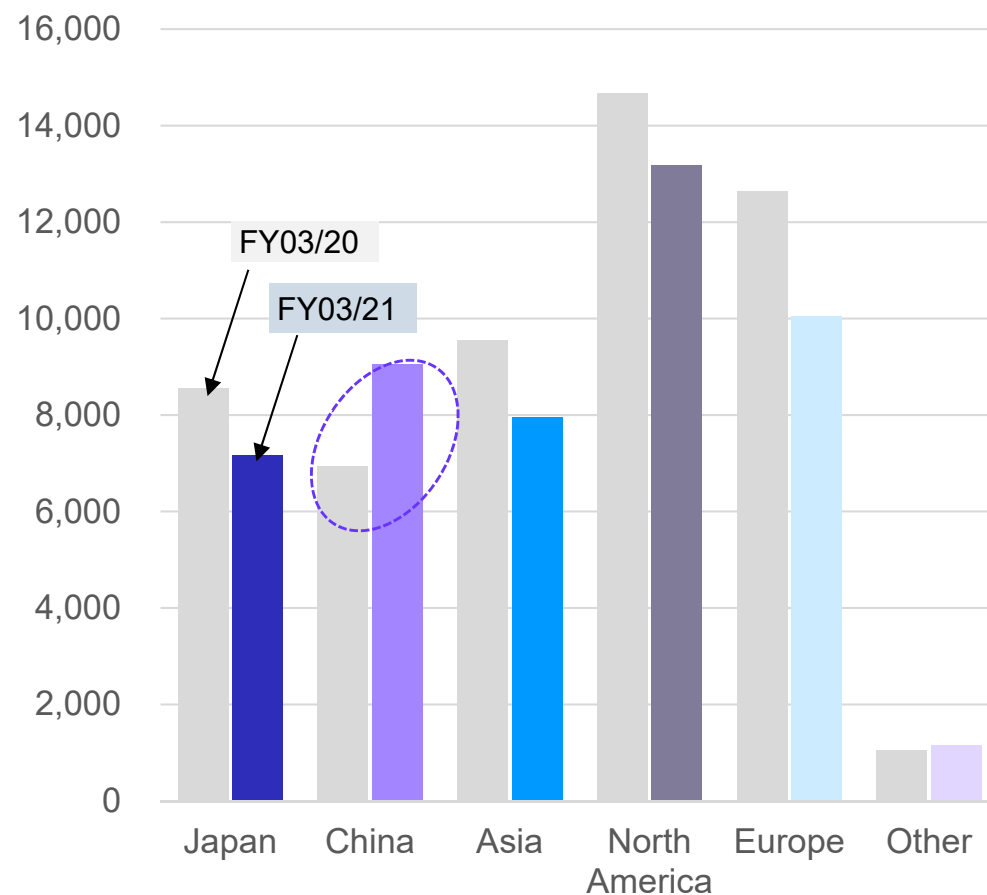
Car Speaker Sales by Region

- **4Q sales recovered to a level exceeding each quarter of the previous fiscal year.**
- **Full-year sales in China exceeded those of the previous fiscal year.**

Quarterly car speaker sales by region



Annual comparison of car speaker sales by region



Impact of COVID-19

Higher shipping costs due to a surge in container ship freight rates and increased air transport

<Current>

- Container ship freight rates remain at the highest level

<Countermeasures>

- Develop alternative transportation routes
- Strengthen logistics management system
- Promote local production for local consumption

Local supply chain disruption

<Current>

- Several supply chains disrupted

<Countermeasures>

- Secure and cultivate alternative suppliers
- Further promote in-house production of core components

Political upheaval in Myanmar

<Current>

- Watch the situation for the time being

<Countermeasures>

- Substitute production in China and Vietnam → Minimize effects on customer
- Booked impairment during the previous fiscal year as financial allowance → Preparing for the worst

FY03/22 Forecasts

FOSTER

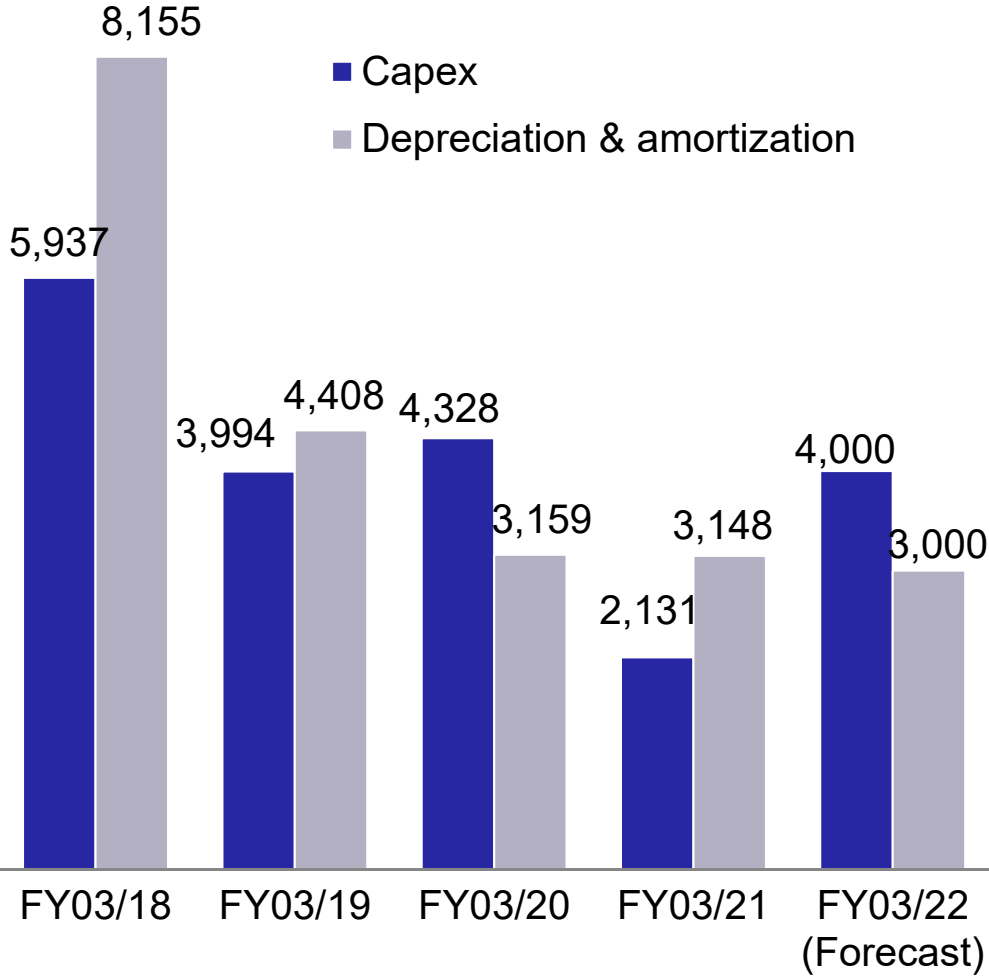
(Millions of yen)

	FY03/21	FY03/22 (Forecast)	Amount of change	Percentage change (YoY)
Net sales	85,220	90,000	4,780	5.6%
Operating income	0.7	1,000	999.3	—
<i>Operating income to net sales</i>	<i>0.0%</i>	<i>1.1%</i>		
Ordinary income	219	1,000	781	356.3%
<i>Ordinary income to net sales</i>	<i>0.3%</i>	<i>1.1%</i>		
Net income (loss)*	(3,363)	300	3,663	—
<i>Net income (loss) to net sales**</i>	<i>(3.9%)</i>	<i>0.3%</i>		
Net income (loss) per share (in exact yen)	(148.47)	13.48	161.95	—
Dividends per share (in exact yen)	15.0	20.0	5	33.3%
Dividend payout ratio	—	151.1%		—
Exchange rates	105.95 yen/USD 124.06 yen/EUR	108.00 yen/USD 128.00 yen/EUR		

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

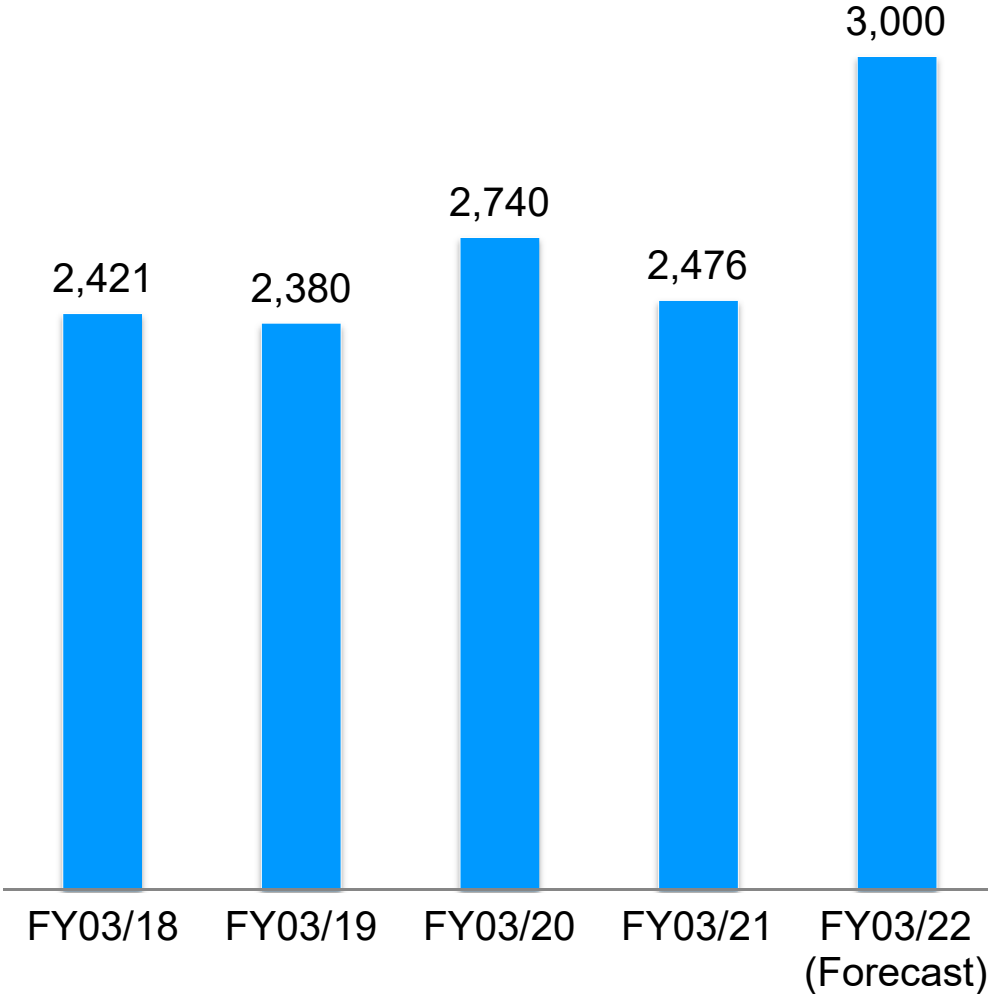
Capex, depreciation and amortization

(Millions of yen)

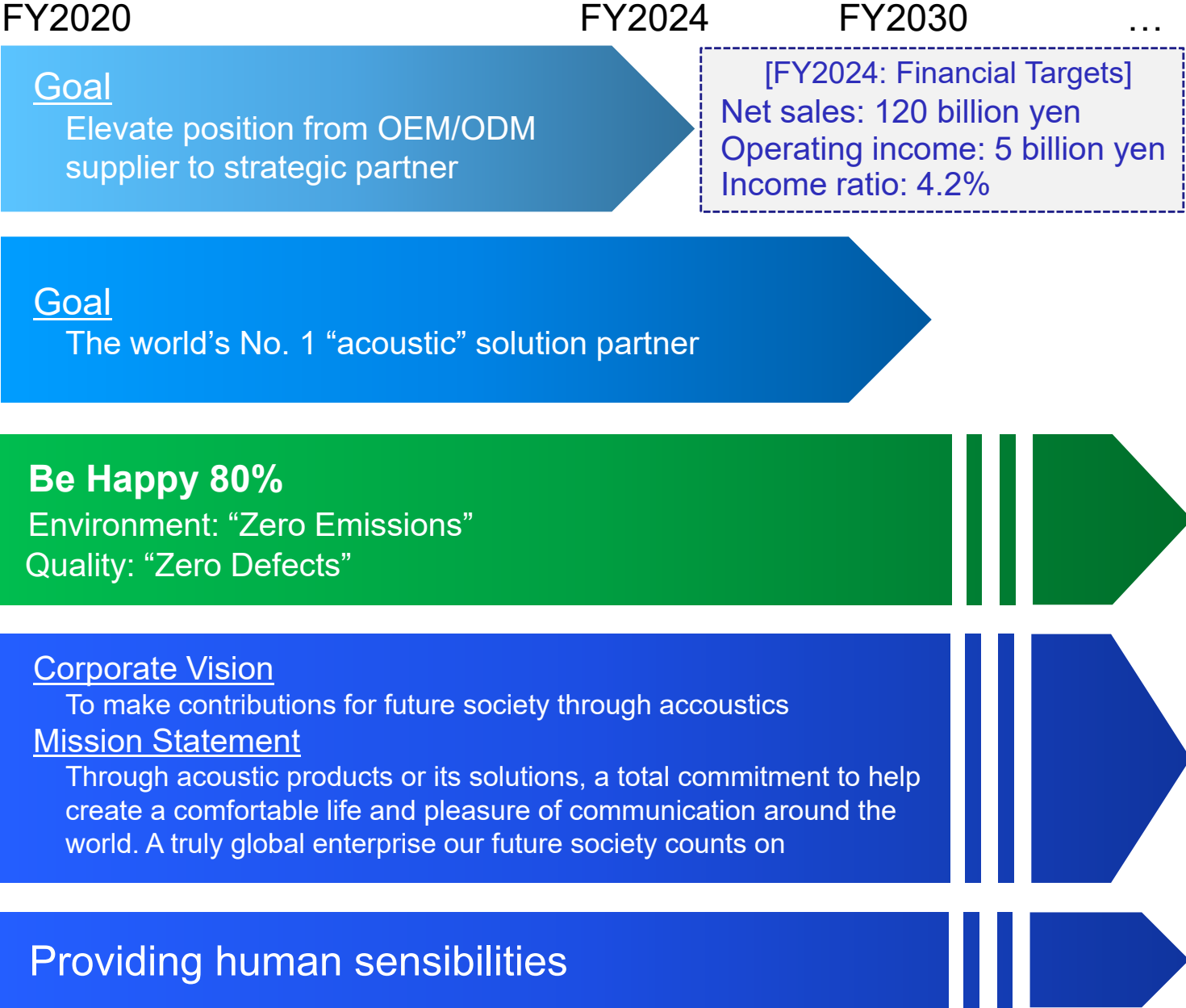


R&D expenses

(Millions of yen)



III. Progress of Medium-Term Business Plan



One-stop sales strategy for automotive products and services in the sound and vibration domains



+

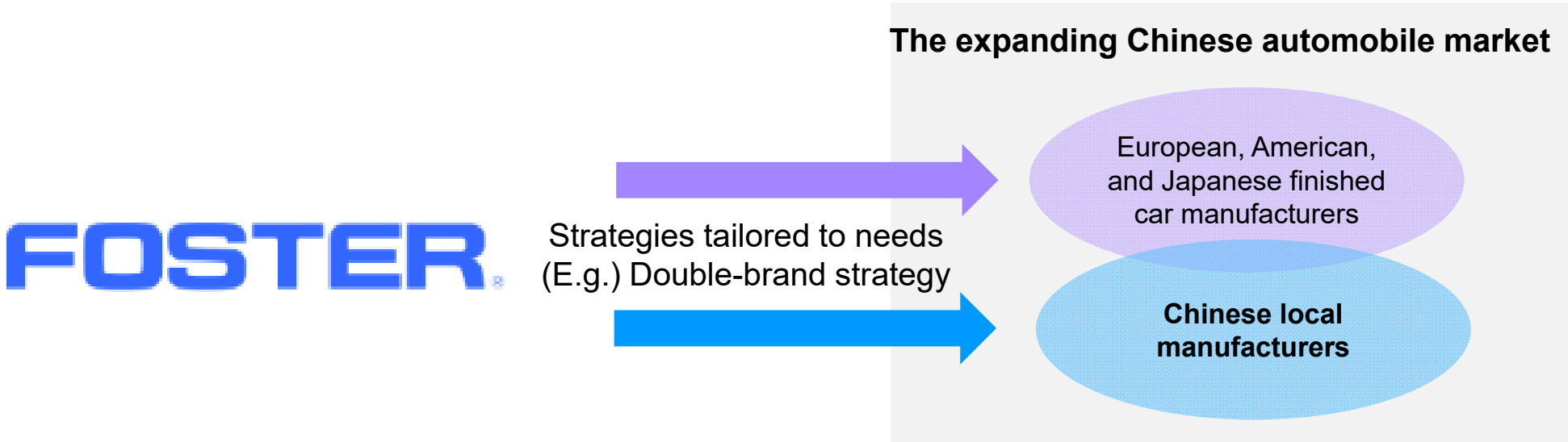
Acoustic and vibration strategy for mobility, delivery, and the last mile
Acoustic and vibration device strategy based on proprietary technology for new services, such as autonomous driving service vehicles and autonomous delivery robots

Regional strategy

Japan/US/Europe: Strengthen our sales capabilities by shifting from a divisional sales framework to a regional sales framework, which enables one-stop management of all products

China: Strengthen our sales capabilities by leveraging our brand profile and high-quality local production system

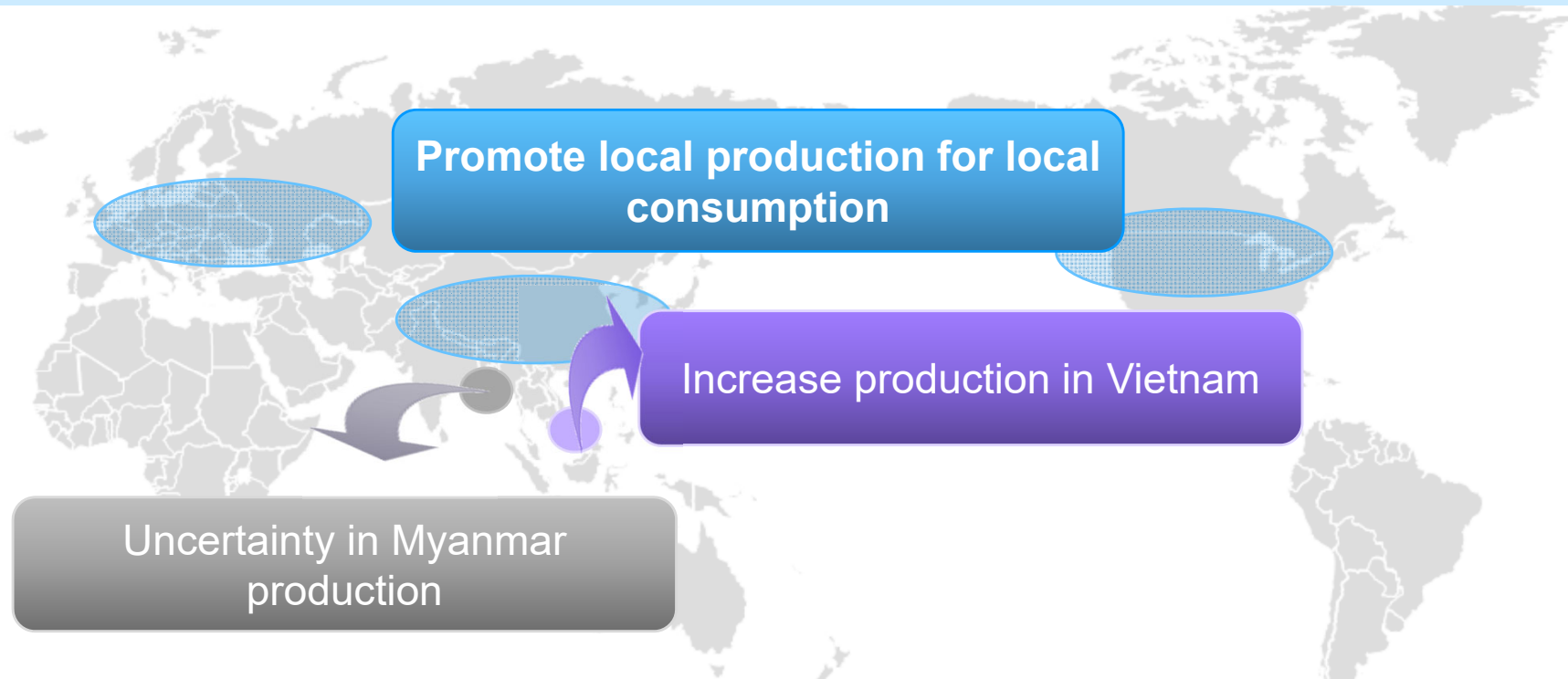
Near-term strategic challenge: Capturing the Chinese market



Capturing the Chinese automobile market is the key to achieving the goals of our medium-term business plan centered on the automotive business.

Speaker production strategy

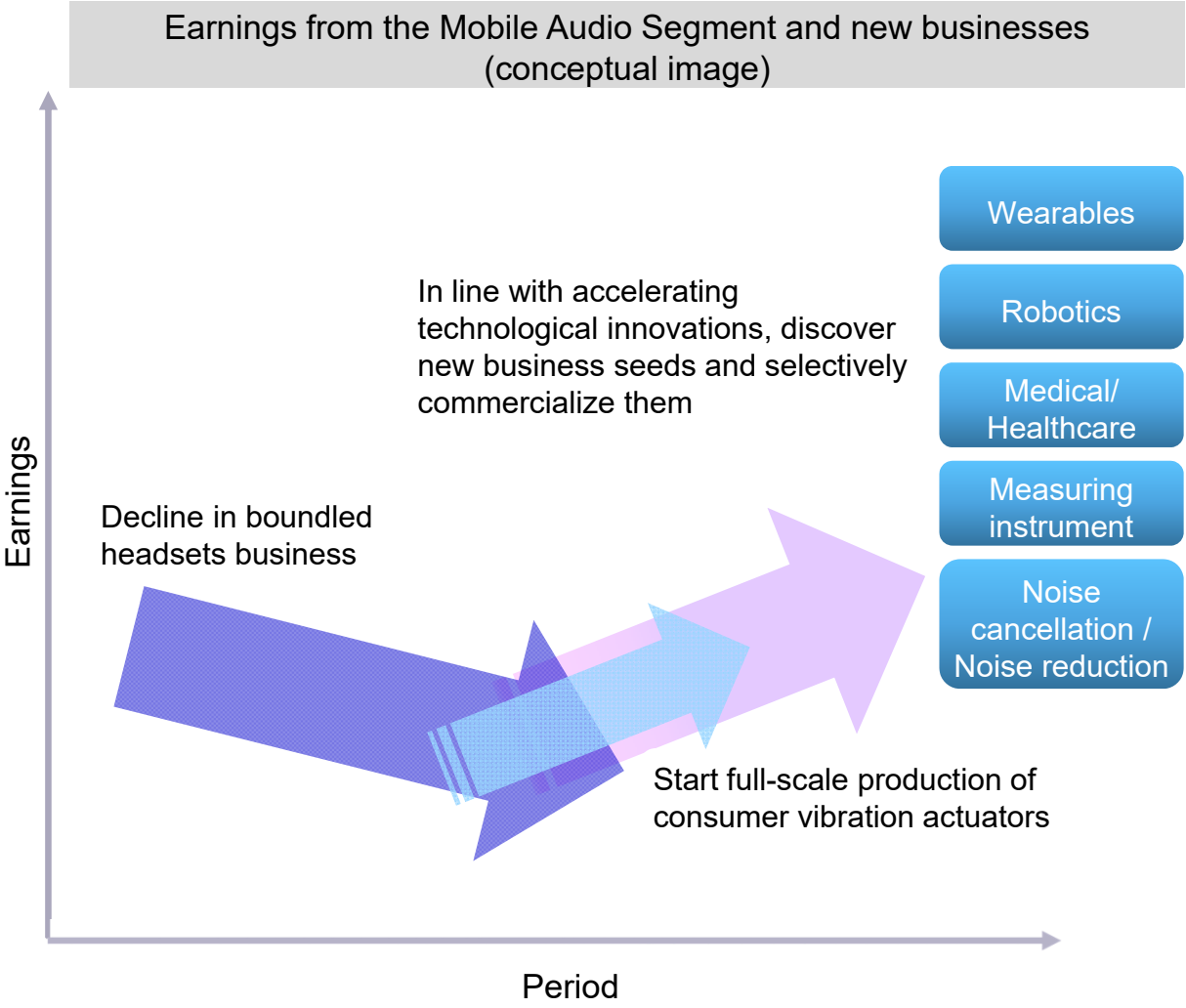
Strengthen production system in Vietnam and promote local production for local consumption



M&A strategy

In-house production of rare core components and acquisition of technological fields that are lacking

Our focus areas



- In the Mobile Audio Segment and new business domains, we will expand our customer contact points to strengthen our proactive and proposal-based sales. And we will develop and commercialize next products (innovation).
- We will pursue added value and launch products in markets where we can leverage our strengths including our ability to provide human sensibilities.

IV. Reference Materials

Our Corporate Creed is “Sincerity.”

Our Vision is “To make contributions to future society through acoustics.”

Company name	Foster Electric Company, Limited
Representative	Hiroshi Yoshizawa, CEO Atsushi Narikawa, COO
Founded	June 20, 1949
Headquarters	1-1-109 Tsutsujigaoka, Akishima, Tokyo 196-8550
Stock exchange	Second Section of the Tokyo Stock Exchange (May 1962) First Section of the Tokyo Stock Exchange (September 1999)
Common stock	6,770 million yen (as of March 31, 2021)
Business domain	Production and sales of speakers, audio equipment, and electronic equipment
Number of employees	Consolidated: 18,611 (including employees at a contract manufacturer in Panyu, China) Non-consolidated: 492 (as of March 31, 2021 for both consolidated and non-consolidated)

We provide acoustic products, leveraging our original analog technologies mainly through ODMs and OEMs.

Speaker Segment

- Audio and TV speakers and speaker systems; car speakers and speaker systems

TV speakers



Car speakers



Car speaker systems



Mobile Audio Segment

- Headsets, headphones, micro speakers, and vibration actuators

Headphones



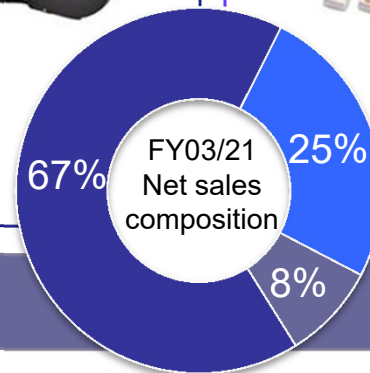
Headsets



Micro speakers for PCs and smartphones



Actuators



Other Segment

- Alarm buzzers and sounders, FOSTEX brand products, and logistics services

Micro acoustic components



FOSTEX products

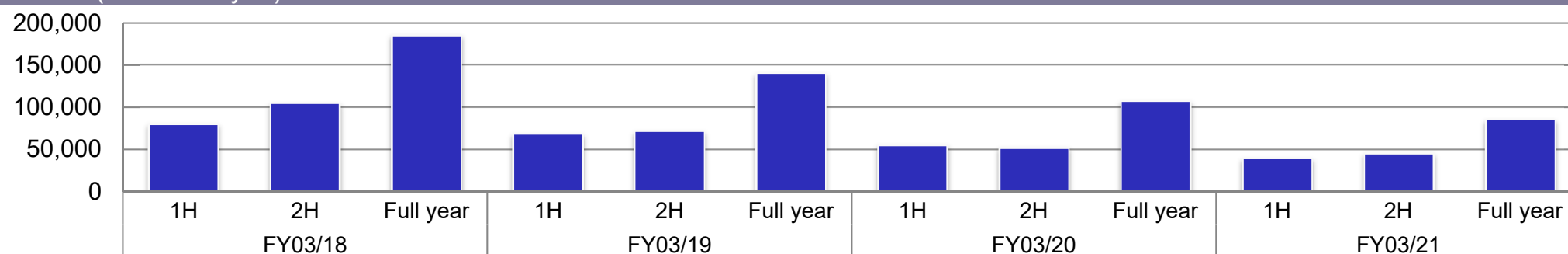


Half-Year and Full-Year Results

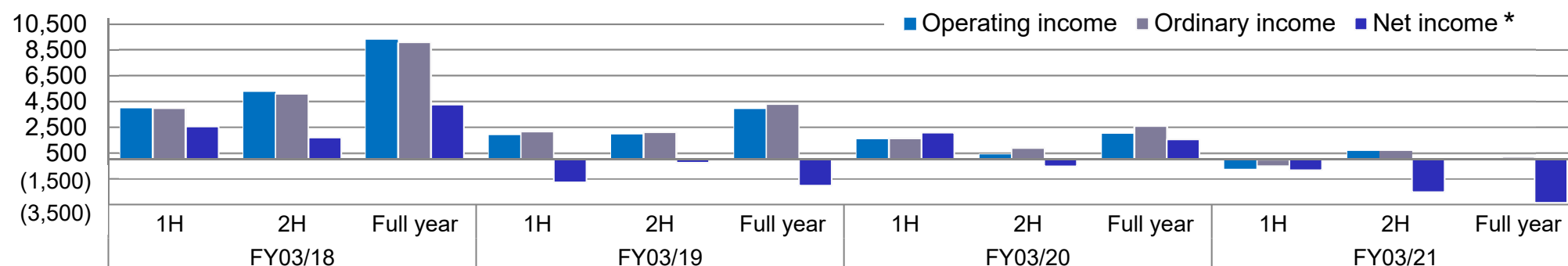
Results (Millions of yen)

	FY03/18			FY03/19			FY03/20			FY03/21		
	1H	2H	Full year	1H	2H	Full year	1H	2H	Full year	1H	2H	Full year
Net sales	80,286	104,514	184,800	68,758	71,545	140,303	55,277	52,021	107,298	39,528	45,692	85,220
Operating income	4,015	5,292	9,307	1,938	1,999	3,937	1,594	470	2,064	(688)	688	0.7
Ordinary income	3,973	5,089	9,062	2,198	2,120	4,318	1,668	931	2,599	(488)	707	219
Net income*	2,559	1,706	4,265	(1,776)	(250)	(2,026)	2,090	(525)	1,565	(829)	(2,534)	(3,363)
Income ratio	5.0%	5.1%	5.0%	2.8%	2.8%	2.8%	2.9%	0.9%	1.9%	(1.7%)	1.5%	0.0%
Ordinary income to net sales	4.9%	4.9%	4.9%	3.2%	3.0%	3.1%	3.0%	1.8%	2.4%	(1.2%)	1.5%	0.3%
Net income to net sales**	3.2%	1.6%	2.3%	(2.6%)	(0.3%)	(1.4%)	3.8%	(1.0%)	1.5%	(2.1%)	(5.5%)	(3.9%)

Net sales (Millions of yen)



Profits (Millions of yen)



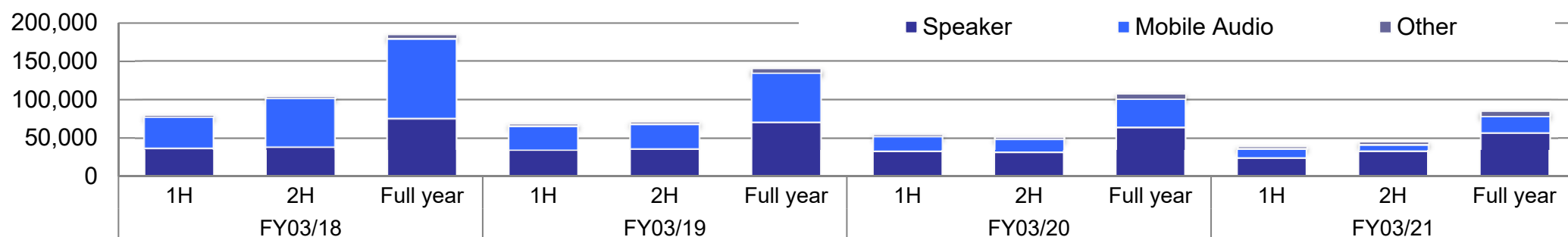
*Net income (loss) attributable to owners of the parent. **Net income (loss) to net sales attributable to owners of the parent.

Half-Year and Full-Year Results by Segment

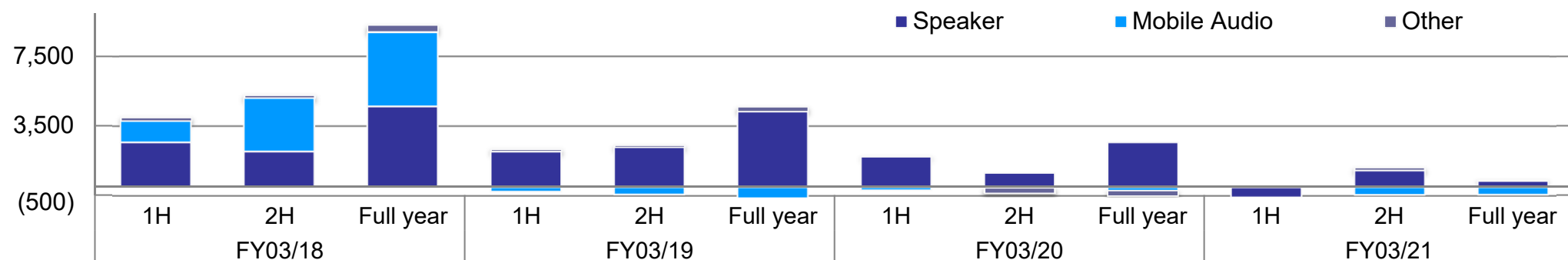
Results (Millions of yen)

	FY03/18			FY03/19			FY03/20			FY03/21		
	1H	2H	Full year	1H	2H	Full year	1H	2H	Full year	1H	2H	Full year
Net sales												
Speaker	36,946	38,574	75,520	34,450	35,953	70,403	32,631	31,324	63,955	23,892	32,844	56,736
Mobile Audio	40,440	63,073	103,513	31,407	32,444	63,851	19,603	17,456	37,059	12,593	8,981	21,574
Other	2,900	2,986	5,886	2,990	3,234	6,224	3,107	3,347	6,454	3,176	4,068	7,244
Operating income												
Speaker	2,579	2,057	4,636	2,050	2,293	4,343	1,754	817	2,571	(584)	961	377
Mobile Audio	1,212	3,047	4,259	(254)	(416)	(670)	(170)	(17)	(187)	5	(429)	(424)
Other	223	190	413	143	122	265	10	(330)	(320)	(109)	156	47

Net sales (Millions of yen)



Operating income (Millions of yen)

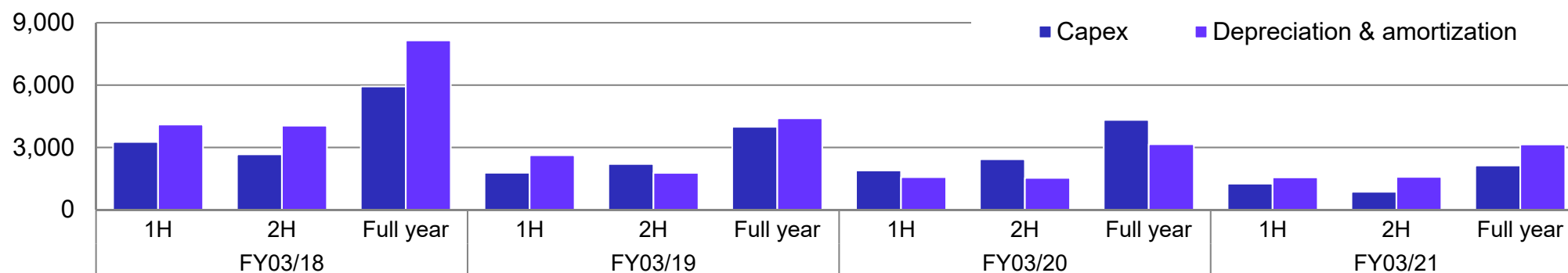


Half-Year and Full-Year Capex, Depreciation and Amortization, and R&D Expenses

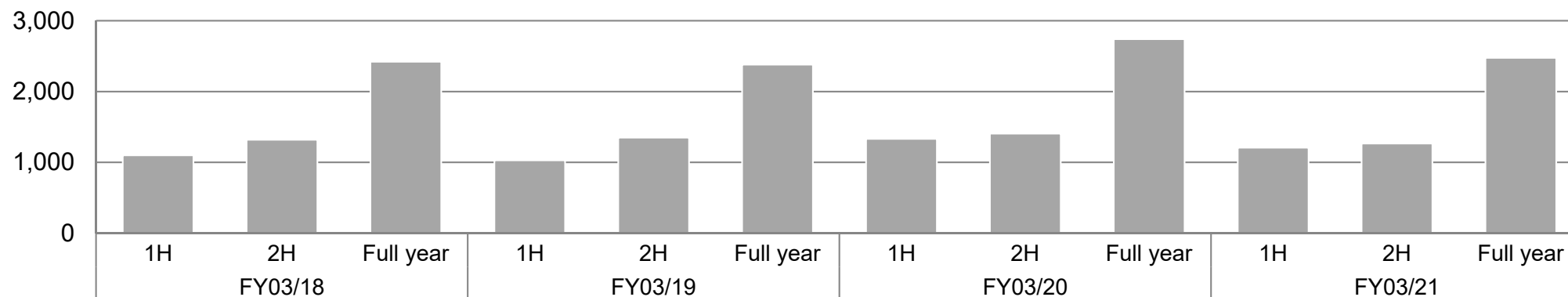
Capex, depreciation & amortization, and R&D expenses (Millions of yen)

	FY03/18			FY03/19			FY03/20			FY03/21		
	1H	2H	Full year	1H	2H	Full year	1H	2H	Full year	1H	2H	Full year
Capex	3,266	2,671	5,937	1,786	2,208	3,994	1,894	2,434	4,328	1,263	868	2,131
Depreciation & amortization	4,102	4,053	8,155	2,631	1,777	4,408	1,576	1,583	3,159	1,560	1,588	3,148
R&D expenses	1,101	1,320	2,421	1,029	1,351	2,380	1,333	1,407	2,740	1,209	1,267	2,476

Capex, depreciation & amortization (Millions of yen)



R&D expenses (Millions of yen)

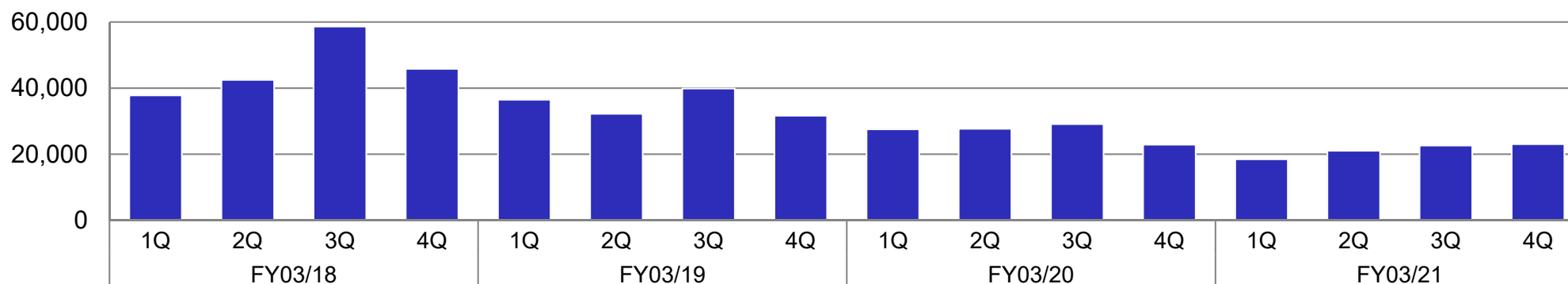


Quarterly Results

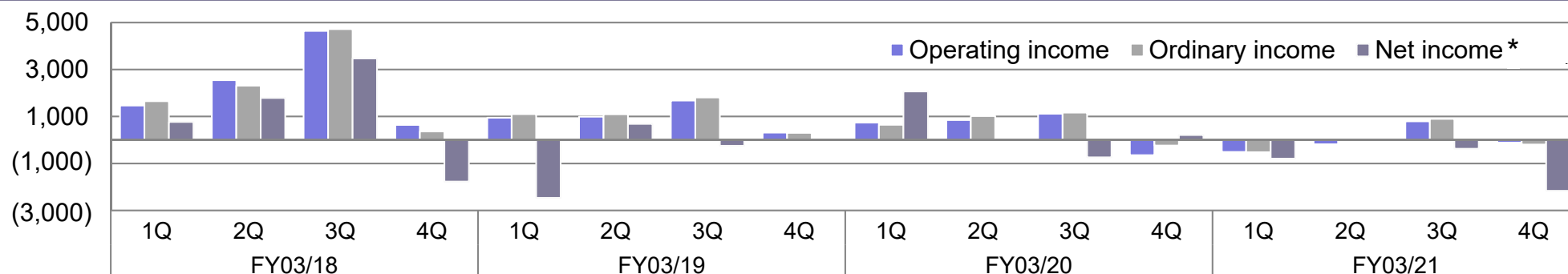
Results (Millions of yen)

	FY03/18				FY03/19				FY03/20				FY03/21			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	37,800	42,486	58,660	45,854	36,512	32,246	39,894	31,651	27,561	27,716	29,132	22,889	18,480	21,048	22,641	23,051
Operating income	1,468	2,547	4,647	645	947	991	1,682	317	741	853	1,117	(647)	(507)	(181)	799	(110)
Ordinary income	1,656	2,317	4,722	367	1,101	1,097	1,815	305	648	1,020	1,166	(235)	(518)	30	900	(193)
Net income*	770	1,789	3,474	(1,768)	(2,464)	688	(244)	(6)	2,067	23	(740)	215	(791)	(38)	(373)	(2,161)
Income ratio	3.9%	6.0%	7.9%	1.4%	2.6%	3.1%	4.2%	1.0%	2.7%	3.1%	3.8%	(2.8%)	(2.7%)	(0.9%)	3.5%	(0.5%)
Ordinary income to net sales	4.4%	5.5%	8.0%	0.8%	3.0%	3.4%	4.5%	1.0%	2.4%	3.7%	4.0%	(1.0%)	(2.8%)	0.1%	4.0%	(0.8%)
Net income to net sales*	2.0%	4.2%	5.9%	(3.9%)	(6.7%)	2.1%	(0.6%)	(0.0%)	7.5%	0.1%	(2.5%)	0.9%	(4.3%)	(0.2%)	(1.6%)	(9.4%)

Net sales (Millions of yen)



Profits (Millions of yen)



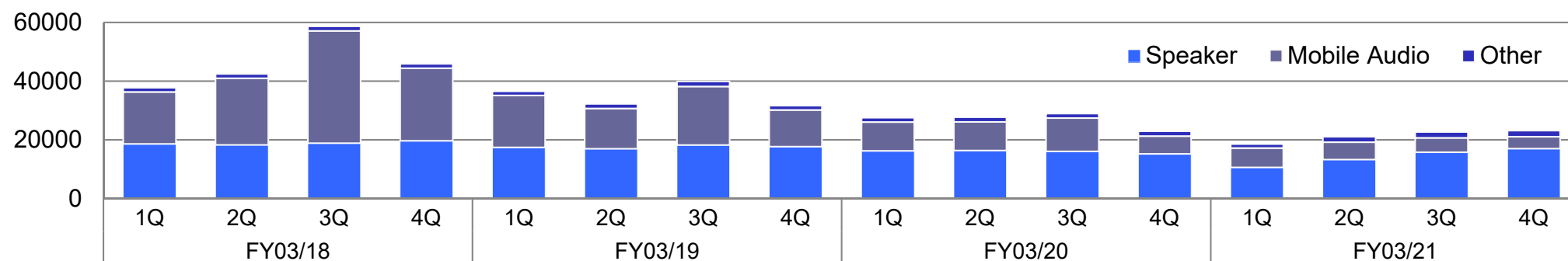
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Quarterly Results by Segment

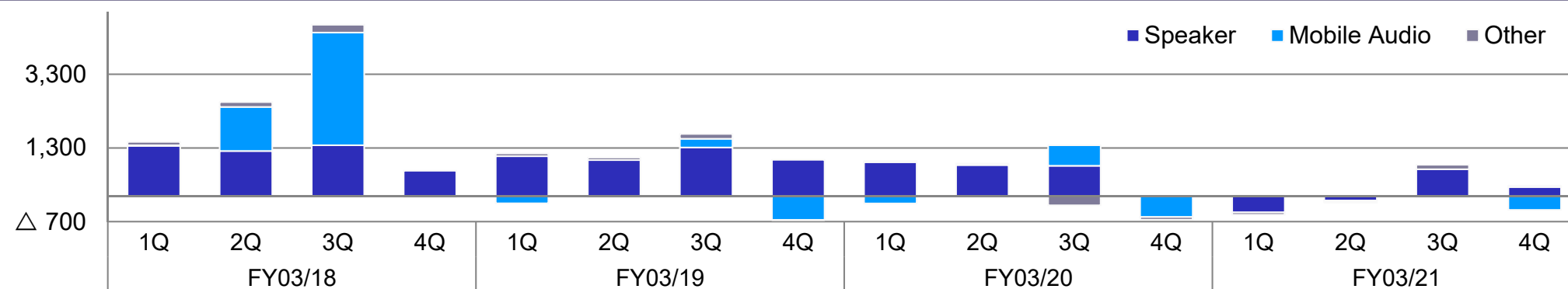
Results (Millions of yen)

	FY03/18				FY03/19				FY03/20				FY03/21			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales																
Speaker	18,647	18,299	18,879	19,695	17,462	16,988	18,269	17,684	16,253	16,378	16,097	15,227	10,619	13,273	15,802	17,042
Mobile Audio	17,719	22,721	38,306	24,767	17,693	13,714	19,941	12,503	9,826	9,777	11,374	6,082	6,633	5,960	4,909	4,072
Other	1,434	1,466	1,536	1,450	1,399	1,591	1,731	1,503	1,511	1,596	1,706	1,641	1,321	1,855	2,010	2,058
Operating income																
Speaker	1,359	1,220	1,375	682	1,077	973	1,315	978	915	839	817	0	(448)	(136)	722	239
Mobile Audio	16	1,196	3,059	(12)	(203)	(51)	235	(651)	(205)	35	558	(575)	6	(1)	(46)	(383)
Other	92	131	214	(24)	76	67	130	(8)	30	(20)	(258)	(72)	(65)	(44)	123	33

Net sales (Millions of yen)



Operating income (Millions of yen)



Quarterly Balance Sheet and Statement of Cash Flows **FOSTER**

Balance sheet (Millions of yen)

	FY03/18				FY03/19				FY03/20				FY03/21			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Total current assets	70,265	76,770	82,913	73,614	73,361	73,013	70,263	67,773	67,221	65,381	60,986	59,952	55,066	55,396	58,394	59,040
Cash and deposits	6,992	7,233	9,239	9,704	11,003	13,108	15,255	11,854	19,839	12,575	18,295	14,770	17,985	21,401	21,987	15,470
Notes and accounts receivable – trade	18,817	20,534	27,107	22,243	19,939	19,324	22,174	19,261	18,721	19,289	19,187	15,145	15,351	16,018	16,794	16,945
Other	44,456	49,003	46,567	41,667	42,419	40,581	32,834	36,658	28,661	33,517	23,504	30,037	21,730	17,977	19,613	26,625
Total non-current assets	31,910	31,701	30,349	27,255	24,231	24,332	23,340	23,497	22,840	22,227	22,847	20,872	20,524	20,160	18,606	18,193
Net property, plant and equipment	25,157	24,914	23,727	21,120	18,768	18,922	18,357	18,475	18,927	18,116	18,013	17,980	17,673	17,312	15,787	15,213
Total intangible assets	1,451	1,435	1,409	1,300	1,259	1,182	1,139	1,171	314	433	212	217	201	198	198	189
Total investments and other assets	5,301	5,351	5,212	4,835	4,203	4,227	3,844	3,851	3,598	3,677	4,621	2,675	2,649	2,649	2,621	2,790
Total assets	102,175	108,471	113,263	100,870	97,593	97,346	93,604	91,271	90,062	87,609	83,833	80,825	75,590	75,556	77,001	77,233
Total current liabilities	29,106	33,227	34,594	25,953	25,748	24,338	26,788	25,453	23,802	22,439	18,816	17,783	15,241	15,623	18,041	18,738
Notes and accounts payable – trade	14,605	16,103	19,157	13,113	11,295	9,535	9,184	8,334	7,507	8,067	8,086	7,390	5,604	6,296	8,491	8,735
Short-term loans and bonds payable	7,011	8,170	5,728	4,603	7,322	6,952	9,953	9,497	9,473	7,586	3,859	3,904	4,479	3,669	3,697	4,084
Other	7,490	8,954	9,709	8,237	7,131	7,851	7,651	7,622	6,822	6,786	6,871	6,489	5,158	5,658	5,853	5,919
Total non-current liabilities	9,147	8,855	8,592	8,124	8,555	9,293	7,380	6,523	6,088	5,567	5,232	4,047	3,144	2,916	2,699	2,501
Long-term debt and bonds payable	8,095	7,726	7,507	7,098	7,529	8,243	5,455	5,108	4,490	3,918	3,365	2,637	1,850	1,606	1,362	1,118
Other	1,052	1,129	1,085	1,026	1,026	1,050	1,925	1,415	1,598	1,649	1,867	1,410	1,294	1,310	1,337	1,383
Total net assets	63,922	66,388	70,076	66,792	63,289	63,714	59,436	59,294	60,171	59,602	59,785	58,995	57,205	57,015	56,260	55,993
Shareholders' equity	59,099	60,887	63,845	62,077	58,634	58,155	54,328	54,322	56,162	56,185	55,120	55,335	54,201	54,169	53,568	50,837
Accumulated other comprehensive income	633	1,230	1,691	(15)	263	975	154	27	(931)	(1,474)	(310)	(1,563)	(1,952)	(2,132)	(2,486)	(198)
Non-controlling interests	4,188	4,270	4,539	4,731	4,391	4,583	4,952	4,944	4,939	4,891	4,975	5,224	4,956	4,978	5,178	5,354
Total liabilities and net assets	102,175	108,471	113,263	100,870	97,593	97,346	93,604	91,271	90,062	87,609	83,833	80,825	75,590	75,556	77,001	77,233

Statement of cash flows (Millions of yen)

	FY03/18				FY03/19				FY03/20				FY03/21			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Operating activities	(2,243)	884	6,742	2,770	675	2,942	7,373	6,971	873	2,375	4,250	3,594	(2,309)	3,626	960	(1,538)
Investing activities	(1,738)	(1,927)	(2,311)	(1,155)	(556)	(1,598)	(533)	(738)	1,862	(690)	(1,322)	666	(1,246)	(351)	(144)	(219)
Financing activities	859	801	(3,188)	(1,331)	2,043	(885)	(3,315)	(780)	(1,023)	(2,308)	(4,758)	(734)	(691)	(1,004)	(384)	(545)
Foreign exchange impact	(420)	140	377	(146)	(320)	510	(318)	(96)	(229)	(269)	(75)	195	(375)	(40)	(76)	778
Net increase (decrease) in cash flow	(3,541)	(104)	1,622	137	1,840	972	3,204	5,357	1,482	(892)	(1,905)	3,721	(4,622)	2,231	357	(1,523)
Cash at the end of period	8,495	8,392	10,013	10,150	11,991	12,962	16,167	21,514	23,007	22,114	20,209	23,930	19,307	21,539	21,895	20,373

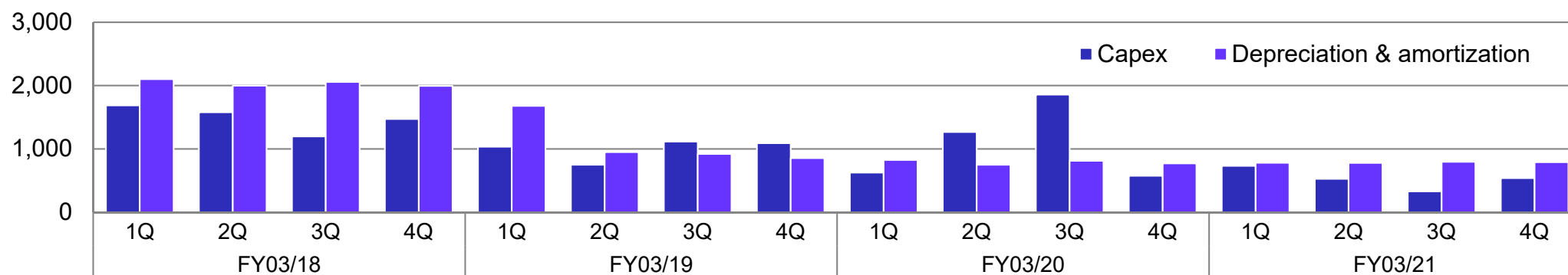
Quarterly Capex, Depreciation and Amortization, and R&D Expenses



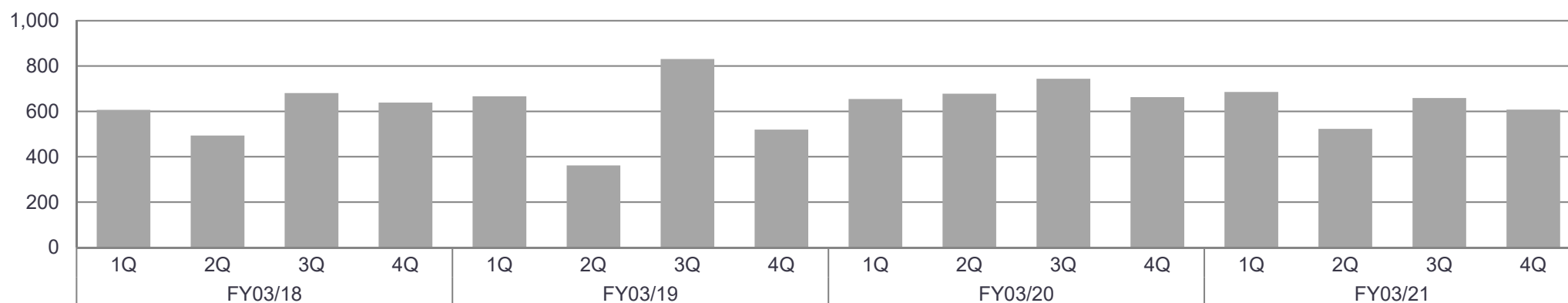
Capex, depreciation & amortization, and R&D expenses (Millions of yen)

	FY03/18				FY03/19				FY03/20				FY03/21			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Capex	1,687	1,579	1,198	1,473	1,036	750	1,116	1,092	627	1,267	1,858	576	734	528	330	538
Depreciation & amortization	2,103	1,999	2,057	1,996	1,680	951	921	856	826	750	812	771	781	779	797	791
R&D expenses	607	494	681	639	667	362	831	520	655	678	744	663	686	523	659	608

Capex, depreciation & amortization (Millions of yen)



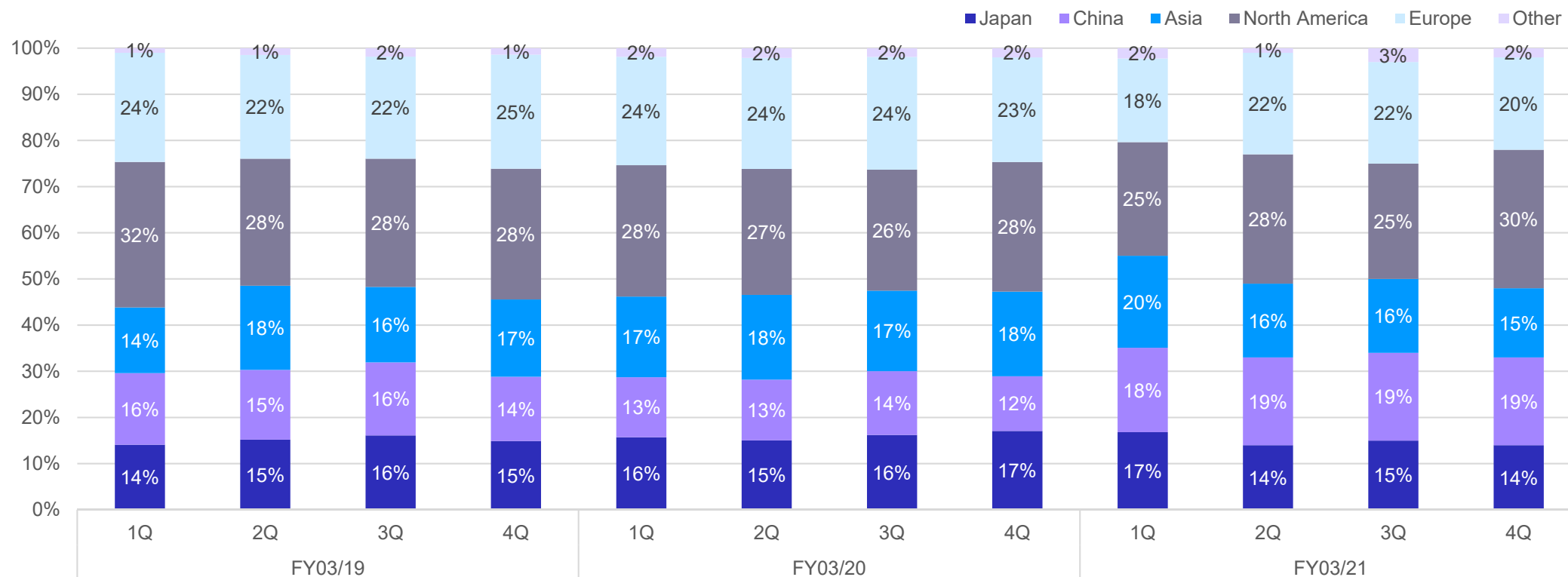
R&D expenses (Millions of yen)



Quarterly Sales Weighting of Car Speakers by Region

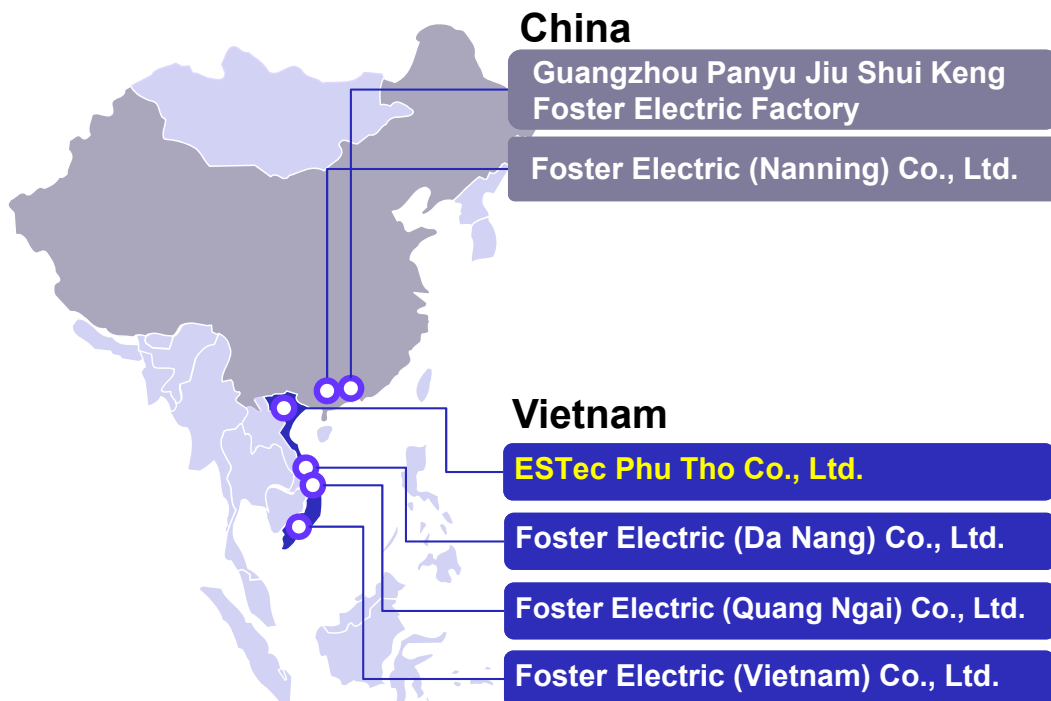
Sales weighting of car speakers by region

	FY03/19				FY03/20				FY03/21			
	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%
China	16%	15%	16%	14%	13%	13%	14%	12%	18%	19%	19%	19%
Asia	14%	18%	16%	17%	17%	18%	17%	18%	20%	16%	16%	15%
North America	32%	28%	28%	28%	28%	27%	26%	28%	25%	28%	25%	30%
Europe	24%	22%	22%	25%	24%	24%	24%	23%	18%	22%	22%	20%
Other	1%	1%	2%	1%	2%	2%	2%	2%	2%	1%	3%	2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total sales (Millions of yen)	15,165	14,611	14,820	14,739	13,598	13,735	13,233	12,840	8,478	11,898	13,155	14,985

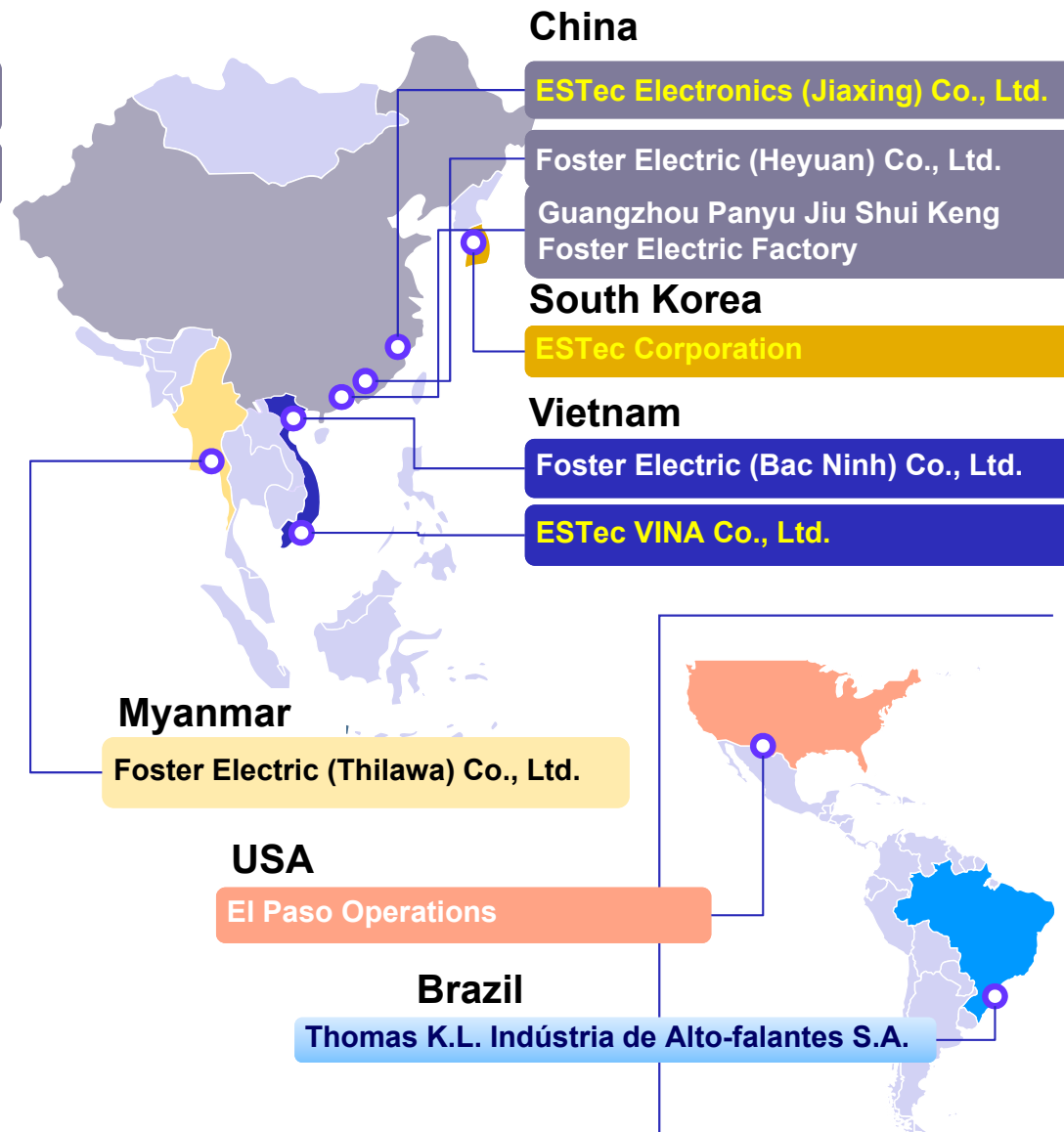


The Group's Major Manufacturing Sites

Headphones and Headsets



Speakers



(As of March 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.

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