FOSTER
Sound to Life

Financial Results Briefing for the Fiscal Year Ended March 31, 2026

Foster Electric Company, Limited

(Stock code: 6794, Prime Market)

May 27, 2026

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I. Overview of Financial Results for the Fiscal Year Ended March 31, 2026

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FY03/26 Results

(Millions of yen)

	FY03/25	FY03/26	Amount of change	Percentage change (YoY)	Revised FY03/26 forecast	Difference	Percentage achieved
Net sales	137,607	**134,910**	**(2,696)**	(2.0%)	135,000	(90)	99.9%
Operating income	6,796	**7,670**	**874**	12.9%	7,000	670	109.6%
Operating income to net sales	*4.9%*	***5.7%***			*5.2%*		
Ordinary income	7,726	**8,002**	**275**	3.6%	7,000	1,002	114.3%
Ordinary income to net sales	*5.6%*	***5.9%***			*5.2%*		
Net income*	3,902	**4,951**	**1,048**	26.9%	4,500	451	110.0%
*Net income to net sales**	*2.8%*	***3.7%***			*3.3%*		
Net income per share (in exact yen)	174.98	**221.04**	46.06	26.3%	201.09	19.95	109.9%
Dividends per share (in exact yen)	60.00	**80.00**	20.0	33.3%	80.00	0	
Dividend payout ratio	34.3%	**36.2%**					
ROE	6.6%	**7.7%**					
Exchange rates	152.60 yen/USD 163.66 yen/EUR	**151.10 yen/USD** **175.56 yen/EUR**					

*Net income attributable to owners of the parent **Net income to net sales attributable to owners of the parent

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Segment Performance

(Millions of yen)

		FY03/25	Composition ratio	FY03/26	Composition ratio	Percentage change (YoY)
	Net sales	137,607		**134,910**		(2.0%)
	Operating income	6,796		**7,670**		12.9%
	Income ratio	*4.9%*		***5.7%***		
Speaker	Sales	114,521	83.2%	**111,869**	82.9%	(2.3%)
	Operating income	6,362	93.6%	**6,522**	85.0%	2.5%
	Income ratio	*5.6%*		***5.8%***		
Mobile Audio	Sales	12,893	9.4%	**12,469**	9.2%	(3.3%)
	Operating income	641	9.4%	**672**	8.8%	4.9%
	Income ratio	*5.0%*		***5.4%***		
Other	Sales	10,192	7.4%	**10,572**	7.9%	3.7%
	Operating income	(207)	(3.1%)	**475**	6.2%	—
	Income ratio	*(2.0%)*		***4.5%***		

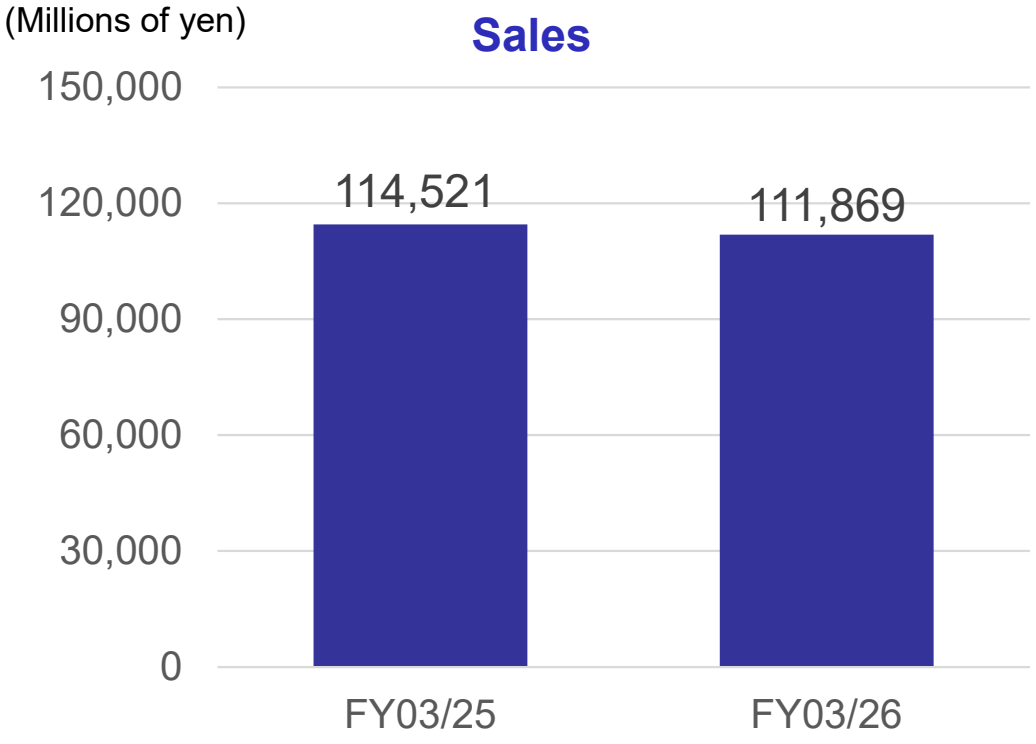
*The composition ratio figures above are calculated after eliminating inter-segment transactions. (The same applies to subsequent pages.)
The elimination amounts were 3,839 million yen in FY03/25 and 3,629 million yen in FY03/26 for the Other segment.

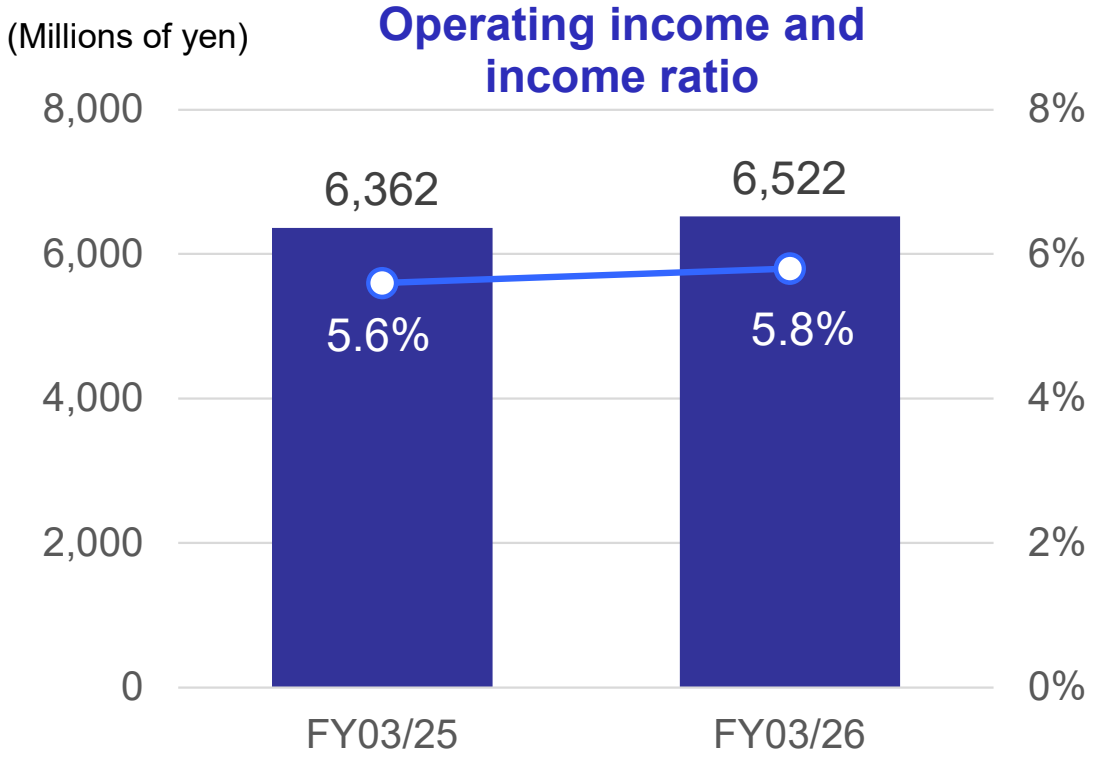
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Speaker Segment

- **Sales fell due to a decline in speaker sales to some Chinese automakers as anticipated.**
- **Despite the impact of U.S. tariff policies, operating income increased, supported by an increase in sales of high-margin speakers driven by the promotion of a sales strategy focused on branded and premium-level products, while the negative profit impact from the weaker speaker sales described above remained below expectations.**

	(Millions of yen)	FY03/25	FY03/26	Composition ratio	Percentage change (YoY)
Speaker	Sales	114,521	**111,869**	82.9%	(2.3%)
	Operating income	6,362	**6,522**	85.0%	2.5%
	Income ratio	*5.6%*	***5.8%***		





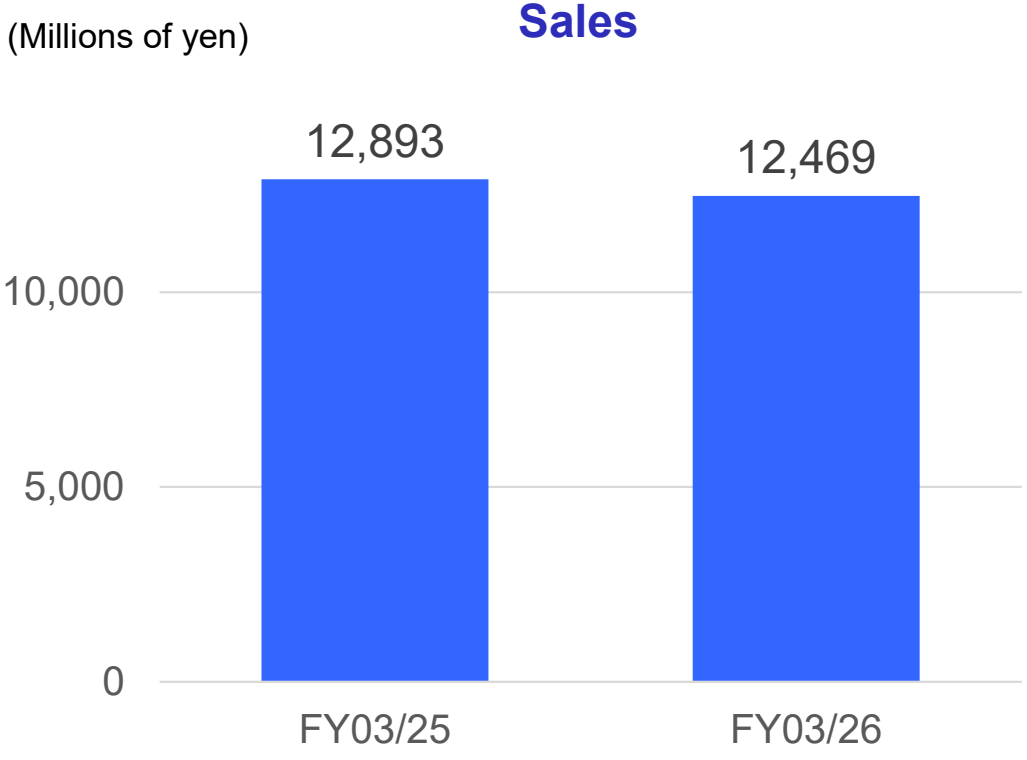
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Mobile Audio Segment

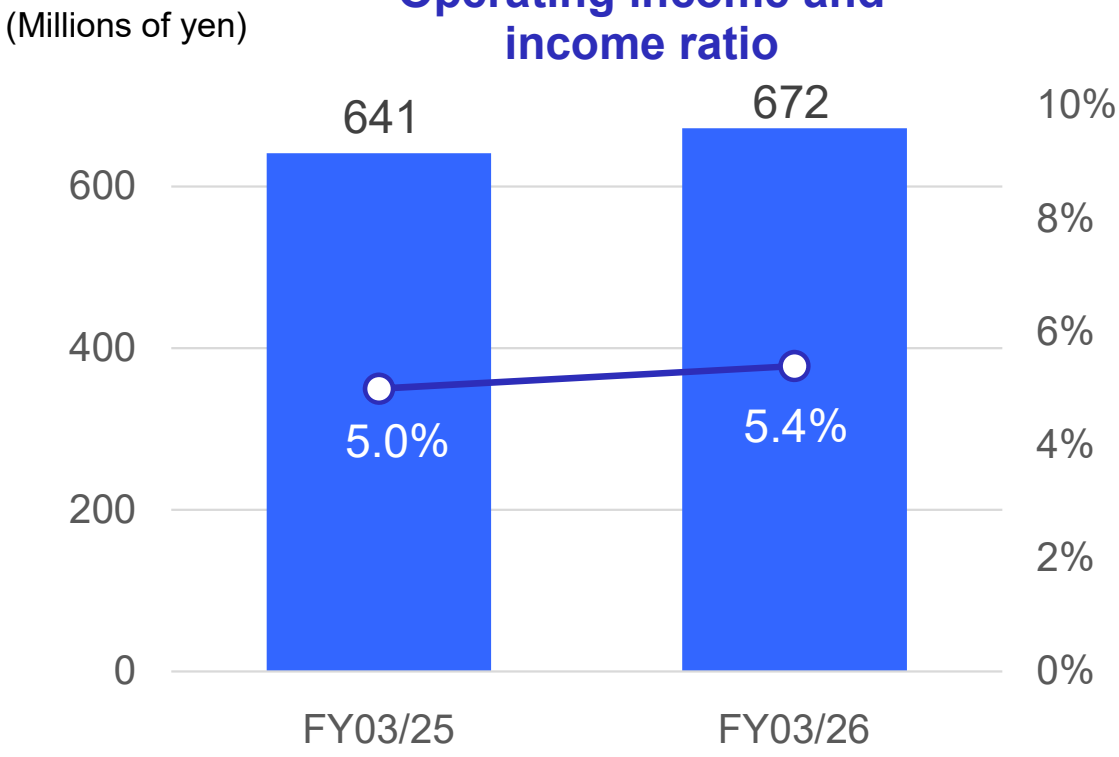
- **Sales declined as higher-than-expected shipments of consumer-use actuators, as well as earphones and earphone drivers for key customers, were offset by sluggish sales of car headphones and weaker sales to other customers.**
- **Operating income increased, supported by strong sales of high-margin products.**

(Millions of yen)		FY03/25	FY03/26	Composition ratio	Percentage change (YoY)
Mobile Audio	Sales	12,893	**12,469**	9.2%	(3.3%)
	Operating income	641	**672**	8.8%	4.9%
	Income ratio	*5.0%*	***5.4%***		

Sales



Operating income and income ratio



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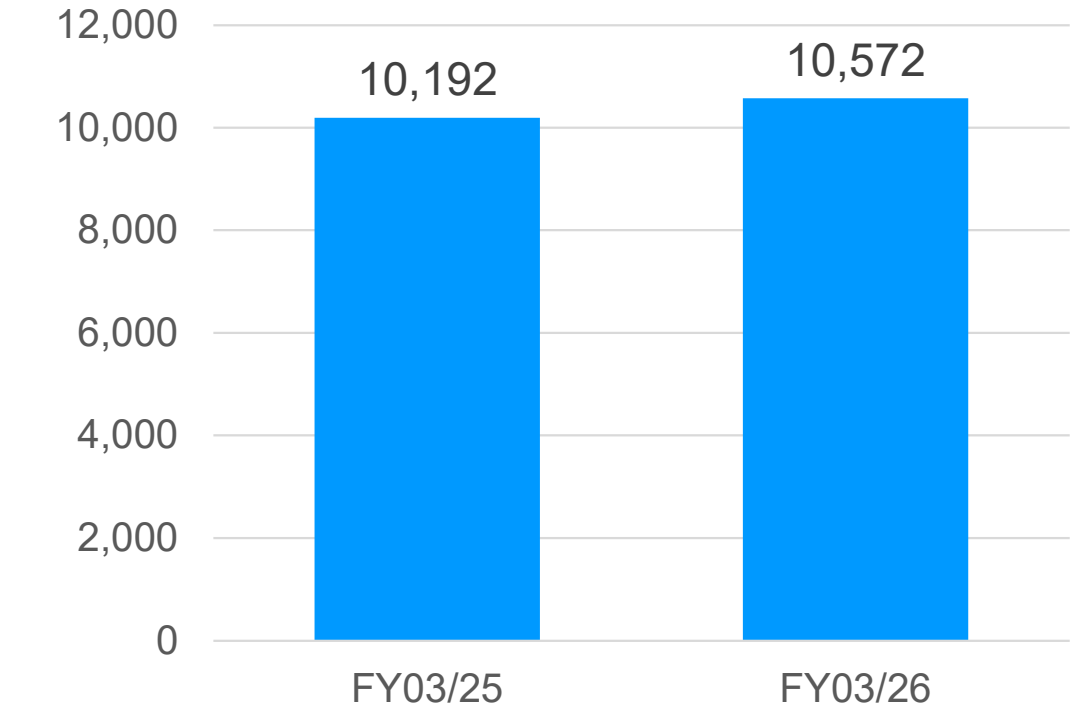
Other Segment

- **Sales increased, driven by solid sales of speakers for acoustic vehicle alerting and warning systems.**
- **The segment turned a profit, supported by enhanced profitability resulting from structural reforms undertaken since prior periods.**

(Millions of yen)		FY03/25	FY03/26	Composition ratio	Percentage change (YoY)
Other	Sales	10,192	**10,572**	7.9%	3.7%
	Operating income	(207)	**475**	6.2%	—
	Income ratio	*(2.0%)*	***4.5%***		

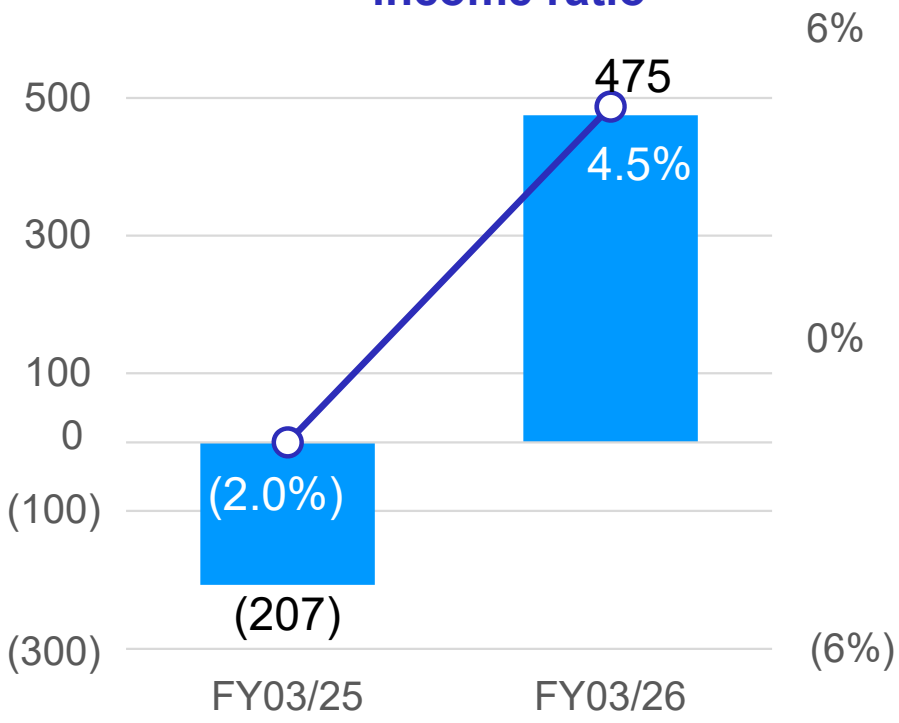
(Millions of yen)

Sales



(Millions of yen)

Operating income and income ratio



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Consolidated Balance Sheet

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Equity ratio as of March 31, 2026 was 60.3% (57.0% as of March 31, 2025).

(Millions of yen)

	End-FY03/25	End-FY03/26	Amount of change
Current assets	83,045	83,529	484
Cash and deposits	20,388	20,235	(152)
Notes and accounts receivable – trade	30,700	26,754	(3,945)
Inventories	26,112	30,685	4,573
Other	5,844	5,854	9
Non-current assets	23,780	28,715	4,934
Property, plant and equipment	19,394	24,249	4,854
Intangible assets	469	488	18
Investments and other assets	3,916	3,977	61
Total assets	106,826	112,244	5,418
Current liabilities	33,886	31,675	(2,211)
Notes and accounts payable – trade	18,998	14,931	(4,067)
Short-term bank loans	4,902	5,853	951
Current portion of long-term debt	600	600	—
Other	9,385	10,290	904
Non-current liabilities	4,207	3,642	(564)
Long-term debt	1,650	1,050	(600)
Other	2,557	2,592	35
Net assets	68,731	76,926	8,194
Shareholders' equity	49,251	52,728	3,476
Total accumulated other comprehensive income	11,619	14,977	3,358
Non-controlling interests	7,861	9,220	1,359
Total liabilities and net assets	106,826	112,244	5,418

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Statement of Cash Flows

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Free cash flow for FY03/26 was 1.1 billion yen.

(Millions of yen)

	FY03/25	FY03/26	Amount of change
Operating activities	14,831	6,936	(7,895)
Investing activities	(844)	(5,781)	(4,936)
Free cash flow*	13,987	1,155	(12,832)
Financing activities	(9,884)	(2,331)	7,553
Net increase in cash and cash equivalents	3,737	(320)	(4,057)
Cash and cash equivalents at the end of the period	20,771	20,451	(320)

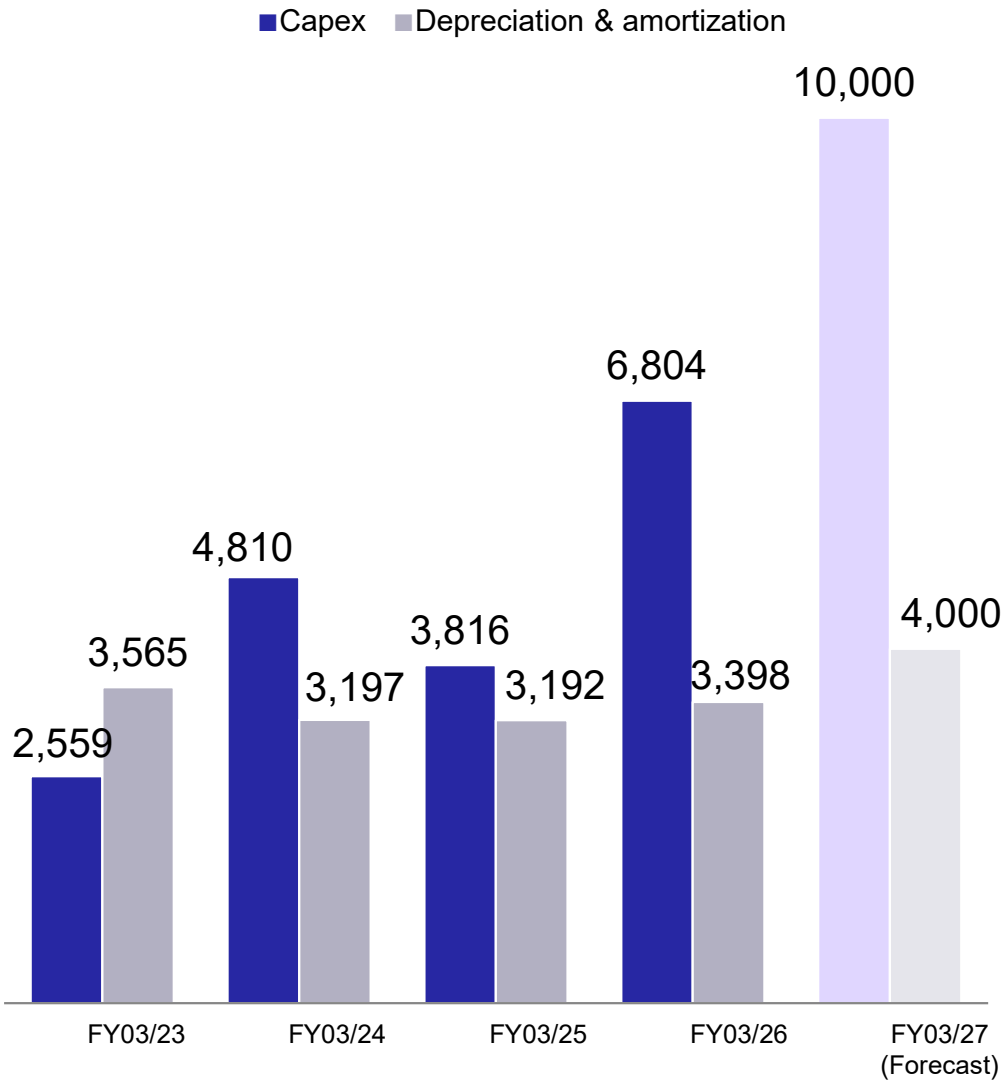
*Free cash flow = Cash flow from operating activities + cash flow from investing activities

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Capex, Depreciation and Amortization, R&D Expenses

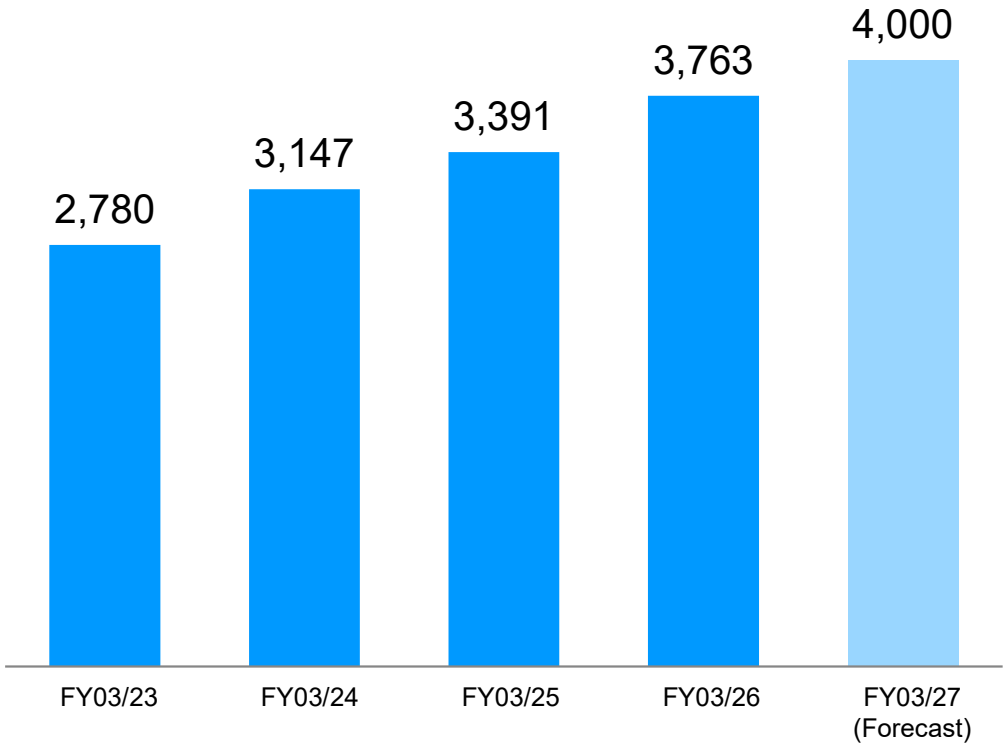
Capex, depreciation and amortization

(Millions of yen)



R&D expenses

(Millions of yen)



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II. Summary of the Fiscal Year Ended March 31, 2026 and Forecasts for Fiscal Year Ending March 31, 2027

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Summary of FY03/26

1. The Speaker segment, although affected by a partial slowdown in the China business and U.S. tariff policies, posted higher profit despite a slight decline in sales by promoting a sales strategy focused on branded* and premium-level products, while the negative profit impact from the slowdown in the China business remained below initial expectations.

2. In the Mobile Audio segment, shipments of earphones, earphone drivers, and consumer-use actuators exceeded the forecast, resulting in higher-than-expected profit.

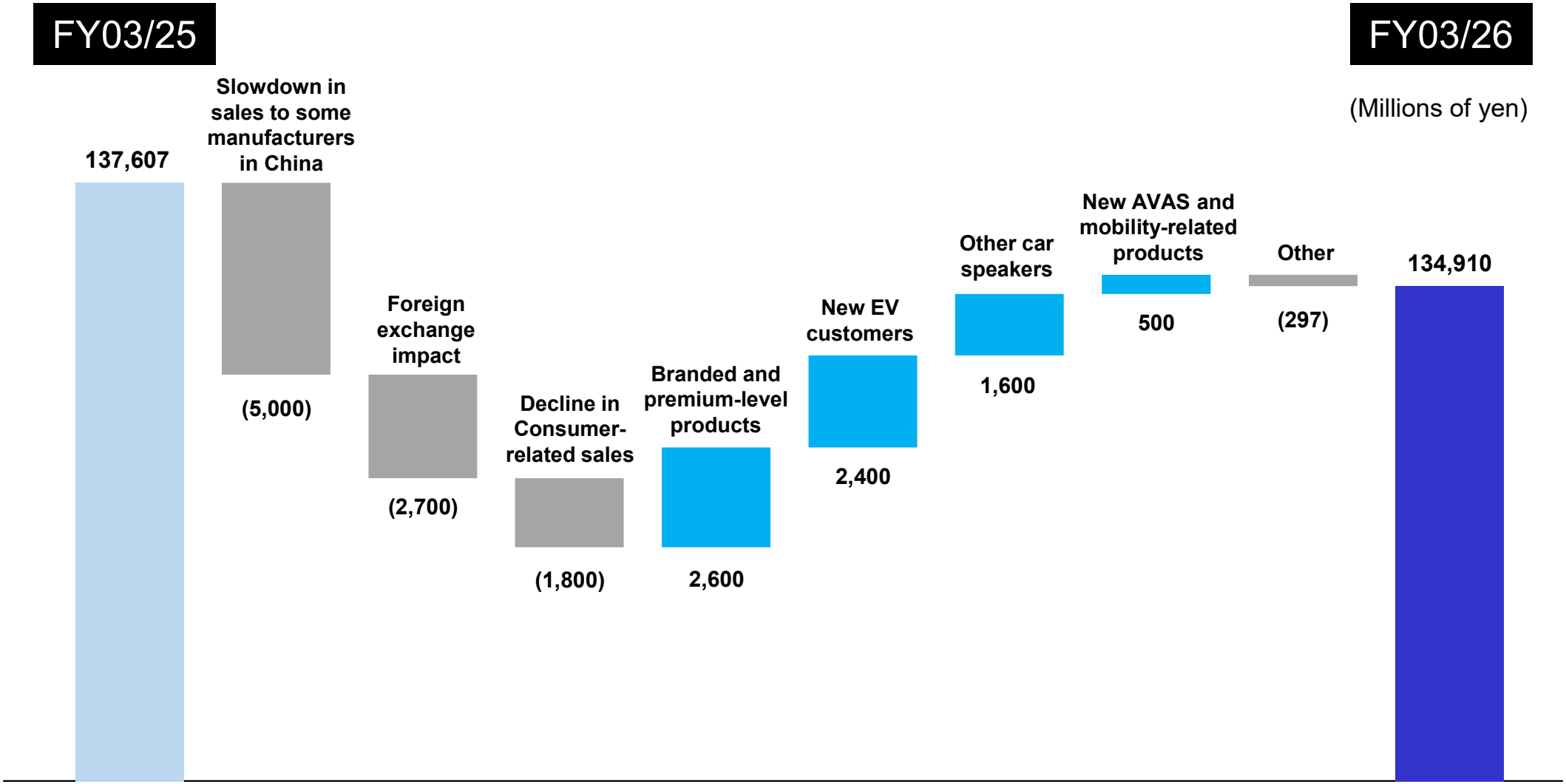
3. In the Other segment, sales increased as sales of speakers for acoustic vehicle alerting and warning systems remained strong, while profitability became firmly established due to the effects of structural reforms undertaken since prior periods.

4. Overall, in the first year of the medium-term business plan, profit exceeded the forecast, marking a solid start toward achieving our targets.

* Car speakers for Tier 1 manufacturers with own audio brands

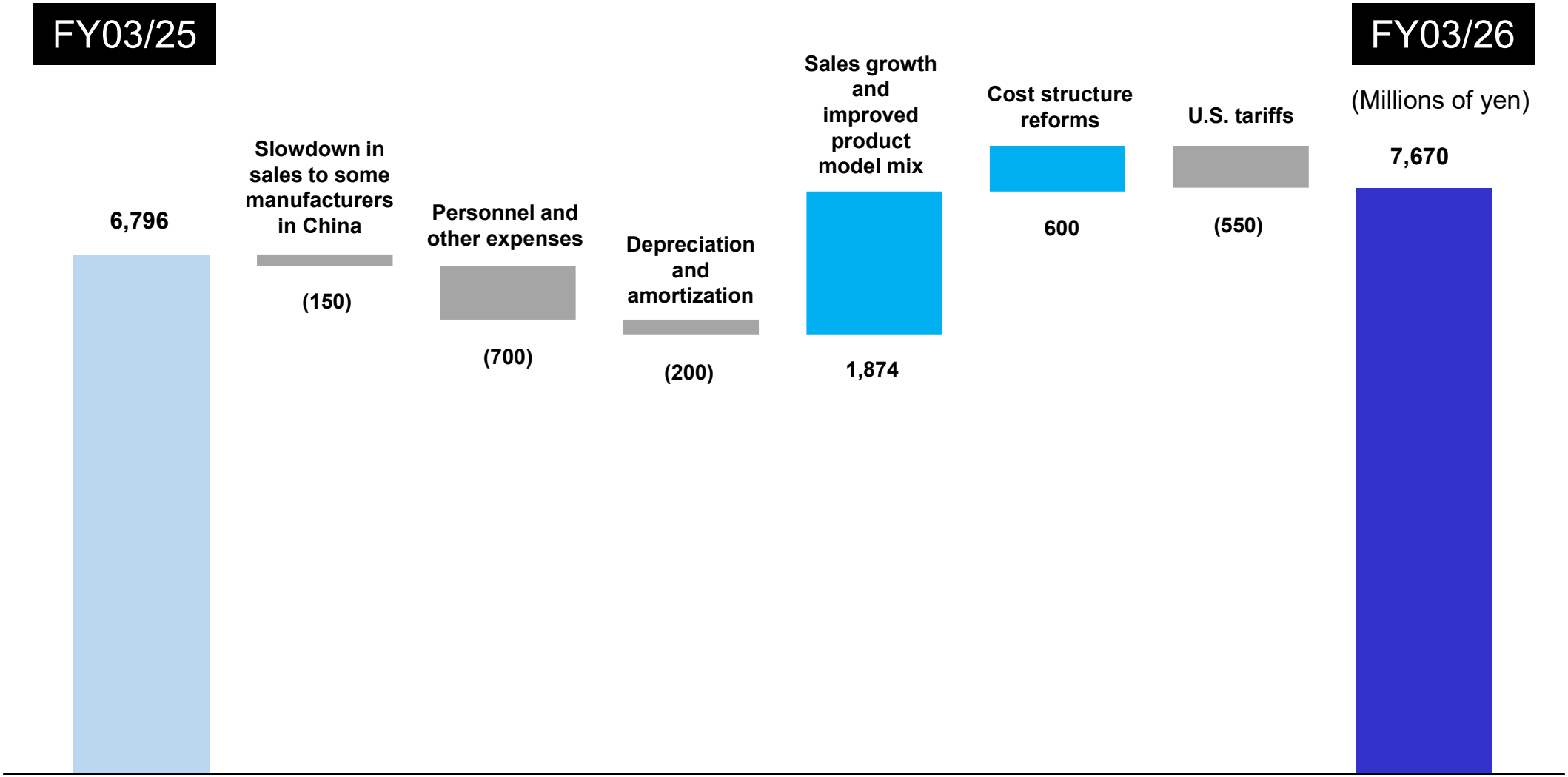
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Breakdown of YoY Change in Net Sales
FY03/25–FY03/26 Results



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Breakdown of YoY Change in Operating Income
FY03/25–FY03/26 Results



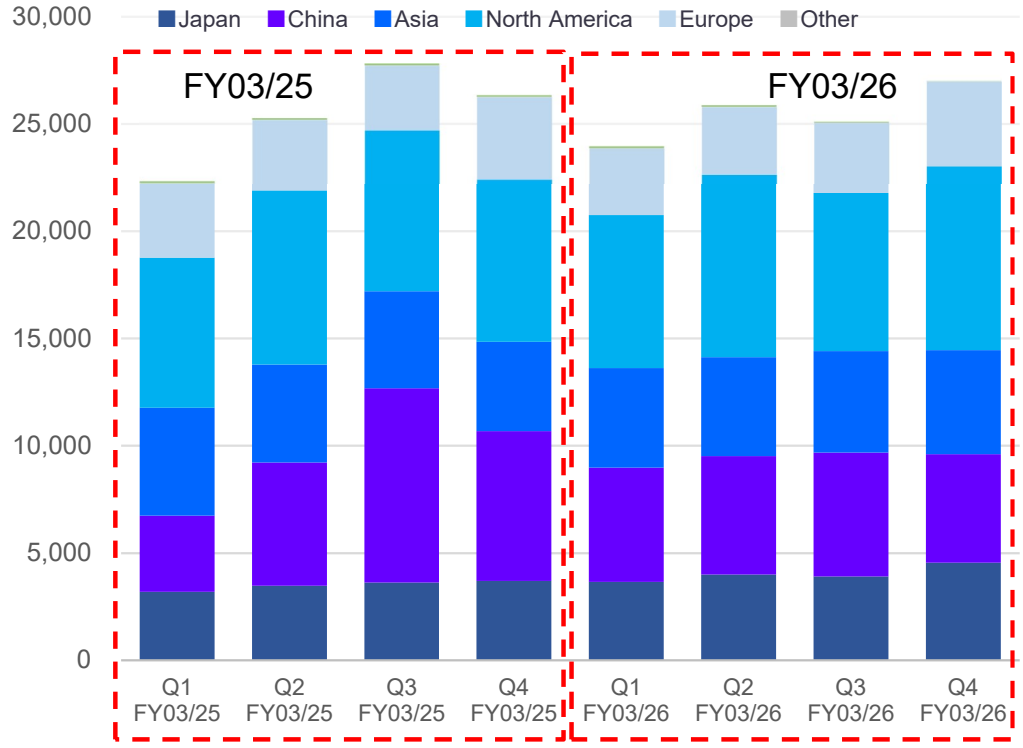
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Car Speaker Sales by Region

- **Full-year shipment volume of car speakers increased slightly YoY despite the impact of a partial slowdown in the China business.**
- **By region, China saw a decline as expected, while Japan and North America posted growth.**

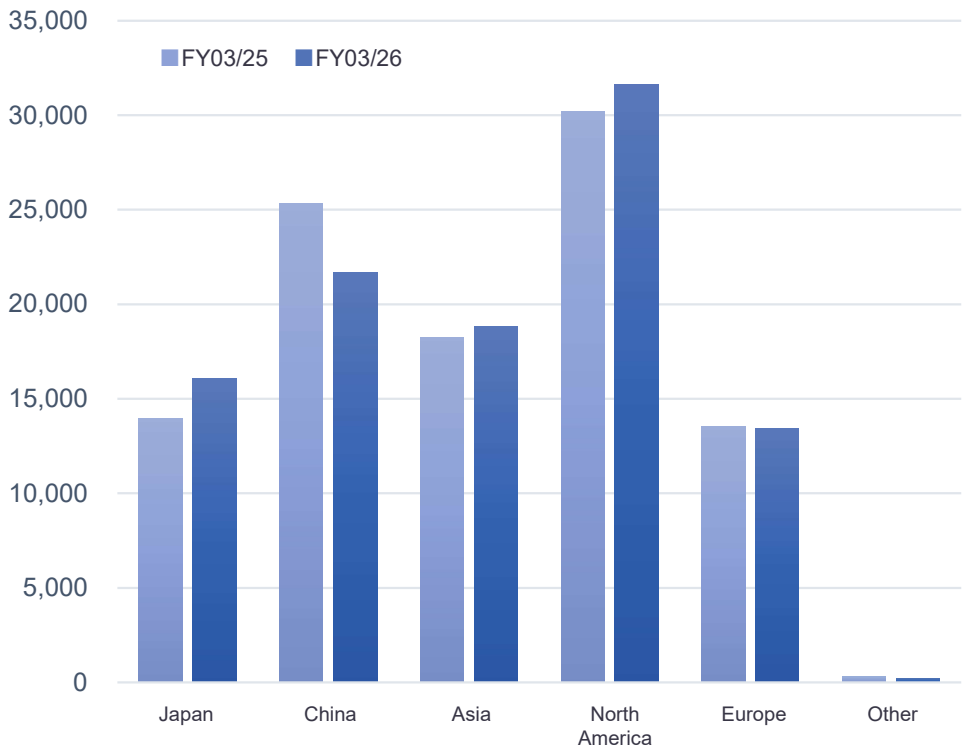
Quarterly car speaker sales by region

(Millions of yen)



Car speaker sales by region (versus FY03/25)

(Millions of yen)



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Response to U.S. Tariffs and Soaring Resource Prices

Response to U.S. tariffs

- Negotiations with customers on cost-sharing have been largely settled through pass-through arrangements, while bonded warehouses and similar options are being used to mitigate tariff burdens.
- Tariffs are temporarily borne by the Company and recovered from customers in the following quarter.

Response to China's rare earth export regulations

- Export license applications for magnets containing dysprosium, a regulated material, have progressed smoothly with no significant issues or delivery delays to date.
- To mitigate future risks, we have already worked with customers to revise specifications to magnets that do not contain dysprosium. As a result, under the current export regulations, no risks are expected that could lead to issues going forward.

Response to soaring resource prices

- Due to the impact of the U.S./Israel-Iran conflict, prices for certain raw materials, such as crude oil, petrochemical products, and ferrite magnets, have risen sharply. Suppliers and the Company have both built up inventories through advance purchasing to ensure stable procurement.
- Should elevated market prices persist, we plan to prioritize procurement to avoid delivery delays and, as with tariff response measures, seek customer acceptance for the additional cost burden.
- While the situation continues to evolve daily and the potential impact remains difficult to assess, we continue to closely monitor geopolitical and market developments while advancing contingency preparations.

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FY03/27 Forecasts

In the second year of the medium-term business plan, we will accelerate our growth strategy to firmly achieve our targets, and look for profit to exceed initial expectations.

(Millions of yen)

	FY03/26	FY03/27 Forecast	Amount of change	Percentage change (YoY)
Net sales	134,910	**140,000**	5,090	3.8%
Operating income	7,670	**8,000**	330	4.3%
Operating income to net sales	*5.7%*	***5.7%***		
Ordinary income	8,002	**7,500**	(502)	(6.3%)
Ordinary income to net sales	*5.9%*	***5.4%***		
Net income*	4,951	**5,000**	49	1.0%
*Net income to net sales***	*3.7%*	***3.6%***		
Net income per share (in exact yen)	221.04	**222.54**	1.50	0.7%
Dividends per share (in exact yen)	80.00	**115.00**	35.00	43.8%
Dividend payout ratio	36.2%	**51.7%**		
Exchange rates	151.10 yen/USD 175.56 yen/EUR	**150.00 yen/USD** **175.00 yen/EUR**		

*Net income attributable to owners of the parent **Net income to net sales attributable to owners of the parent

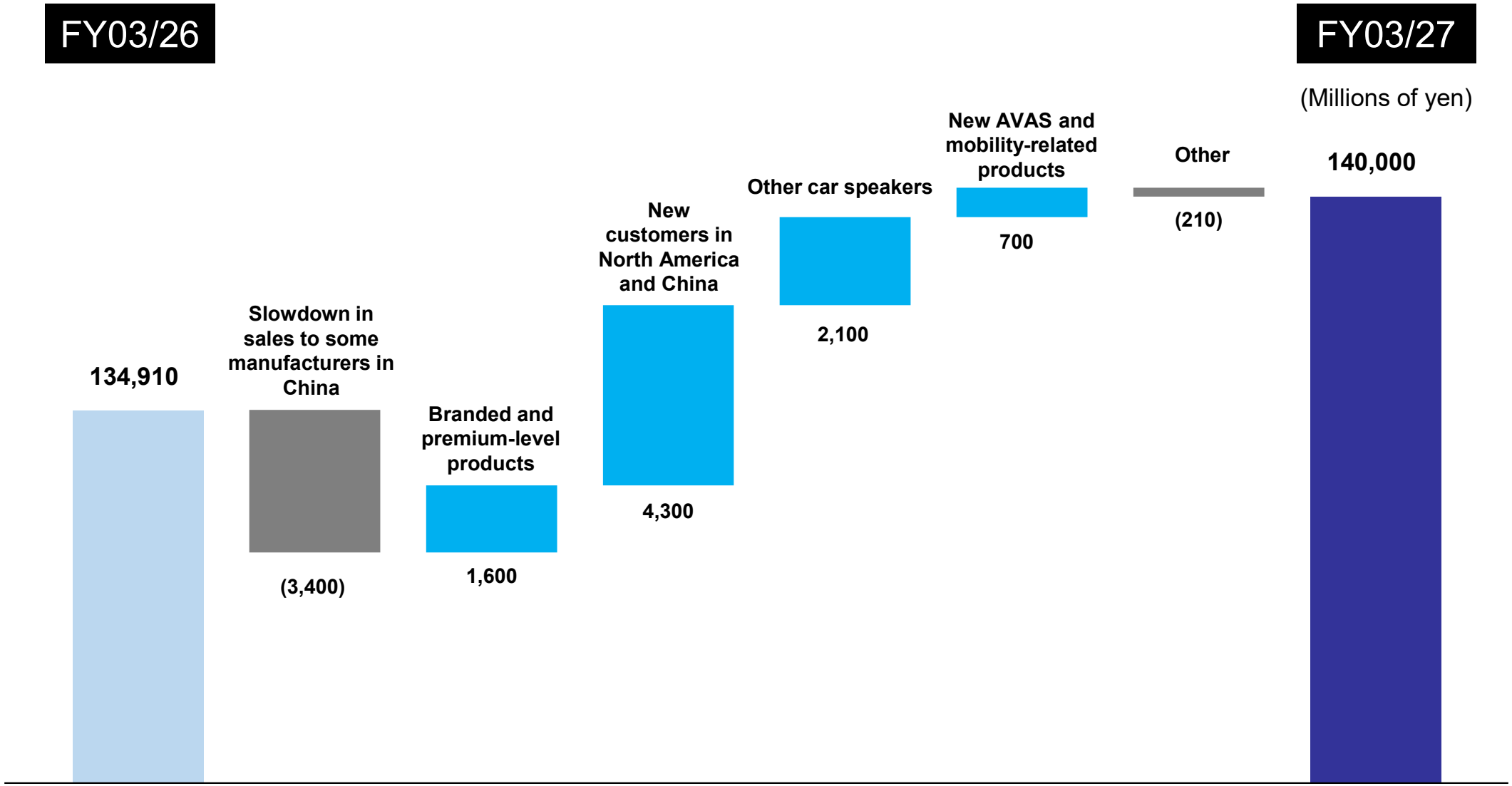
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Outlook for FY03/27 by Segment

Segment	Outlook for FY03/27	Sales forecast
Speaker	➢ We will expand business with new customer groups among local EV manufacturers in North America and China. ➢ We will continue to promote the sales strategy focused on branded and premium-level products outlined in the medium-term business plan. ➢ We do not expect any adverse impact from U.S. tariffs.	119.0 billion yen
Mobile Audio	➢ We expect earphone- and driver-related sales to key customers to remain solid. ➢ We expect sales of consumer-use actuators to weaken somewhat due to concerns over indirect impacts from semiconductor supply constraints and similar issues. The overall earnings contribution is likely to remain limited.	10.5 billion yen
Other	➢ For micro acoustic components, we will strengthen sales of value-added mobility-related products, including speakers for acoustic vehicle alerting and warning systems and cockpit speakers. ➢ We expect the segment to maintain stable profitability, supported by the cost improvement effects of structural reforms.	10.5 billion yen

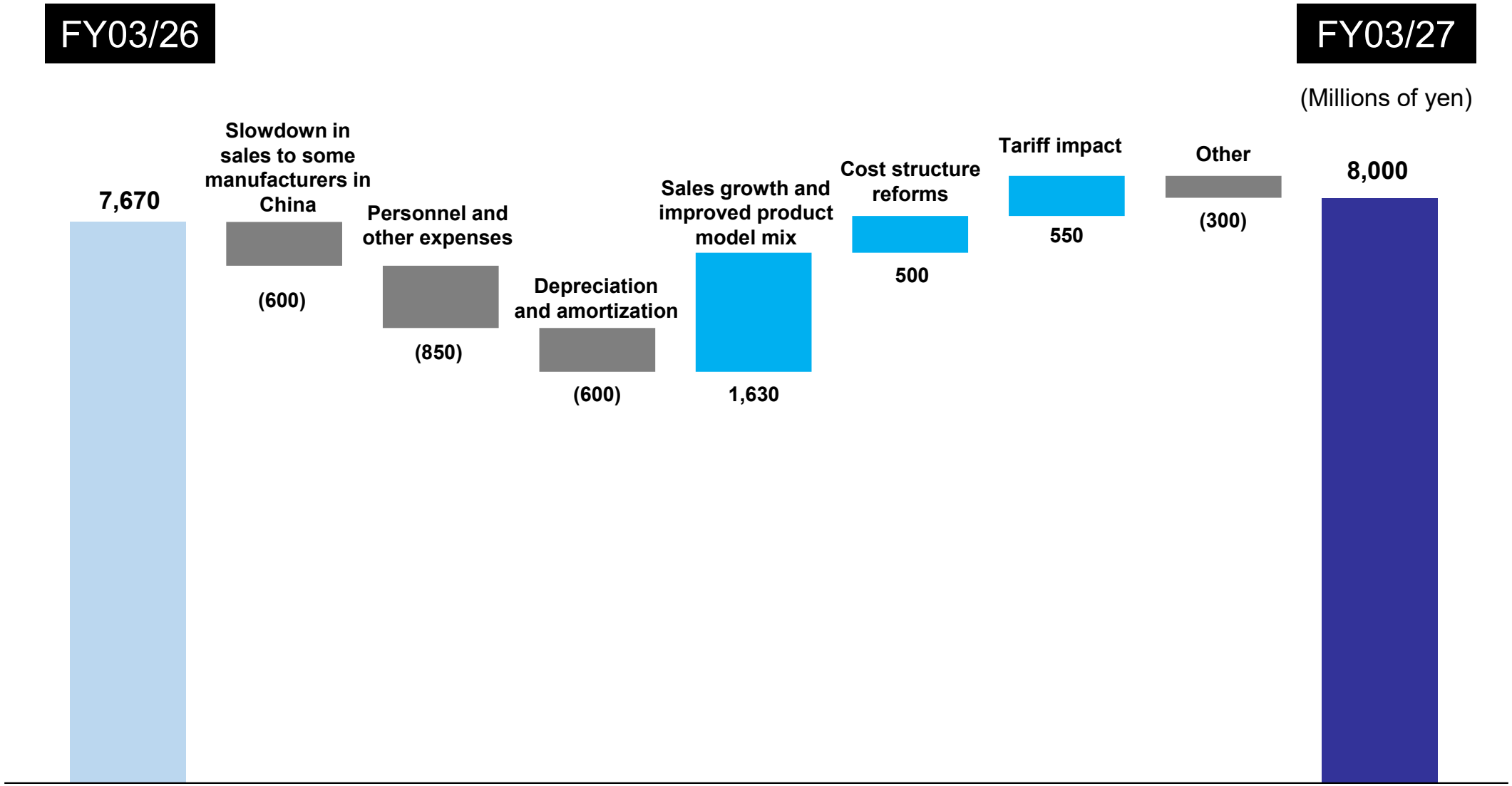
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Breakdown of YoY Change in Net Sales
FY03/26–FY03/27 Forecast



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Breakdown of YoY Change in Operating Income
FY03/26–FY03/27 Forecast



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Shareholder Returns - Dividends -

We plan to pay an interim dividend of 55 yen per share and a year-end dividend of 60 yen per share, for a full-year dividend of 115 yen per share.

[Dividend policy]

We regard the enhancement of corporate value as a management priority, and our basic policy is to comprehensively increase the benefit of shareholders by allocating profit in a manner that balances growth investments and shareholder returns. For dividends, we will strengthen shareholder returns by targeting the higher of a 50% dividend payout ratio or 4% DOE.

FY03/26 shareholder return policy	⇒	FY03/27 shareholder return policy
40% dividend payout ratio, 2% DOE (minimum)		The higher of a 50% dividend payout ratio or 4% DOE

	FY03/23	FY03/24	FY03/25	FY03/26	FY03/27 (Forecast)
Net income per share (in exact yen)	38.23	103.70	174.98	**221.04**	**222.54**
Dividends per share (in exact yen) (interim, year-end)	20.00 (10.00, 10.00)	25.00 (10.00, 15.00)	60.00 (20.00, 40.00)	**80.00 (35.00, 45.00)**	**115.00 (55.00, 60.00)**
Dividend payout ratio	52.3%	24.1%	34.3%	**36.2%**	**51.7%**

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Measures for Realizing Management Attuned to Cost of Capital and Share Prices

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FY03/26 results

[ROE improved] Despite the impact of tariffs, ROE improved to 7.7% as we promoted our growth strategy in line with the medium-term business plan.

[PER recovered] PER improved significantly from the previous fiscal year to 13.1x, supported by a solid earnings outlook and other factors.

Although ROE and PER improved and PBR reached 1.0x, the cost of capital (approximately 10% based on CAPM) has also increased, and further improvement will be necessary to meet investor expectations.

Fiscal year	FY03/22	FY03/23	FY03/24	FY03/25	FY03/26
Net income to net sales (%)	(7.7%)	0.7%	1.9%	2.8%	3.7%
Total asset turnover (times)	1.1	1.3	1.2	1.3	1.2
Financial leverage (x)	1.8	1.9	1.9	1.8	1.7
ROE (%)	(14.4%)	1.7%	4.2%	6.6%	7.7%
PER (x)	-	30.1	12.2	7.4	13.1
Share price at the end of fiscal year (yen)	723	1,150	1,265	1,294	2,886
Net asset per share (yen)	2,126	2,302	2,607	2,726	3,013
PBR (x)	0.3	0.5	0.5	0.5	1.0
Equity at the end of fiscal year (million yen)	47,163	51,095	58,004	60,870	67,706

Our response

- **We will improve profit margins through the promotion of our growth strategy and pursue more effective utilization of capital, including debt.**
- **With the cost of capital also in mind, we aim to achieve ROE of 8% as early as possible, with 10% as the next target.**
- **We will strengthen shareholder returns by targeting the higher of a 50% dividend payout ratio or 4% DOE (as previously stated).**

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III. Supplementary Explanation of the Medium-Term Business Plan

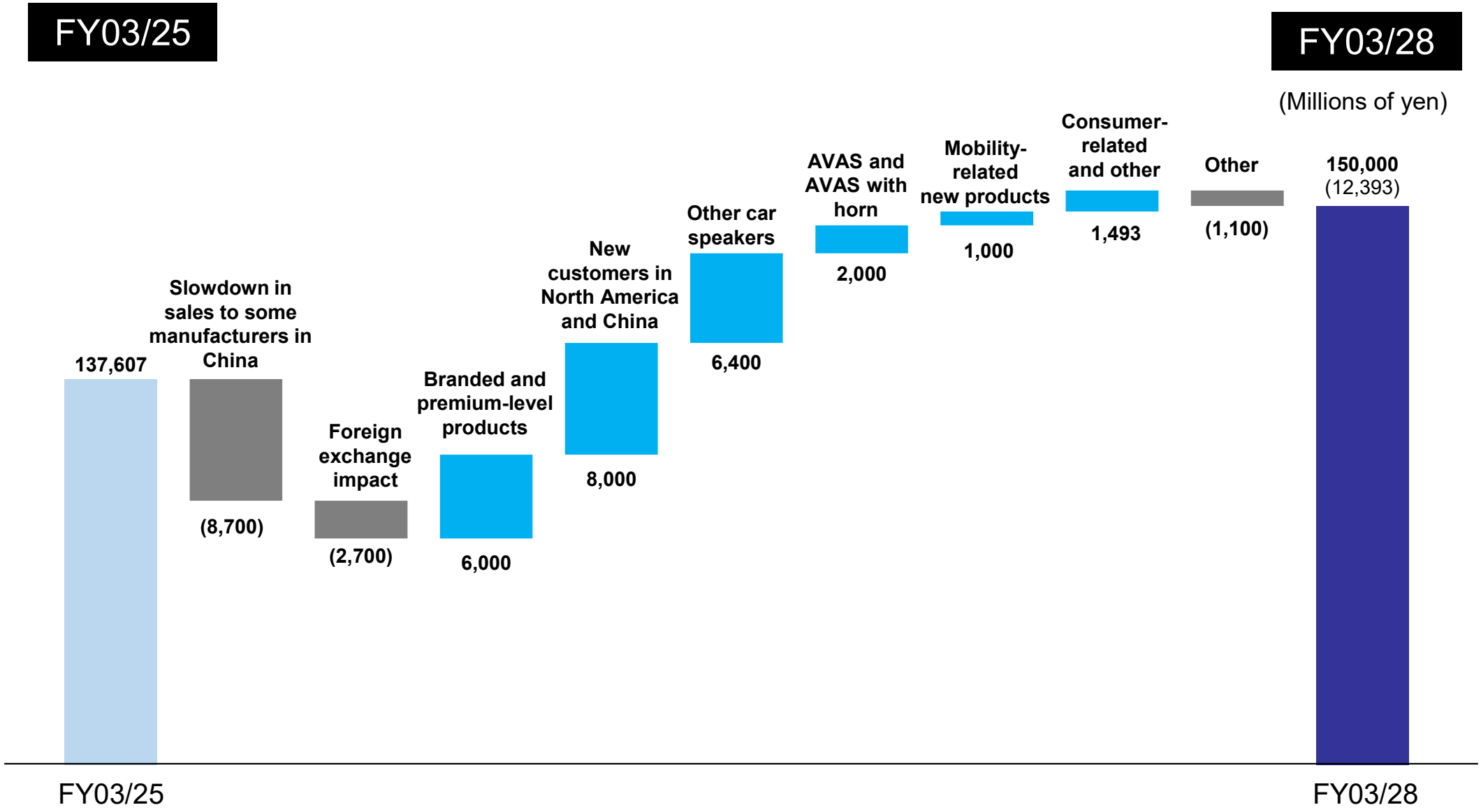
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Speaker Segment	Other Segment
➢ Development of a new customer base in response to market changes stemming from the transition to EVs (commenced transactions with one U.S. and five Chinese customers) ➢ Continued sales promotion focused on branded and premium-level products (sales of high-margin premium-level products have steadily expanded through value-added proposals to target customers, joint development initiatives, and other activities)	➢ Strengthened sales of value-added mobility-related products, including speakers for acoustic vehicle alerting and warning systems and cockpit speakers (commenced sales of products for acoustic vehicle alerting applications to more than 10 customers)

As a result of promoting the above growth strategy, orders have already been largely secured for automotive business sales targeted under the current medium-term business plan, and growth is expected to exceed twice the growth rate of the new auto sales market, in line with the target.

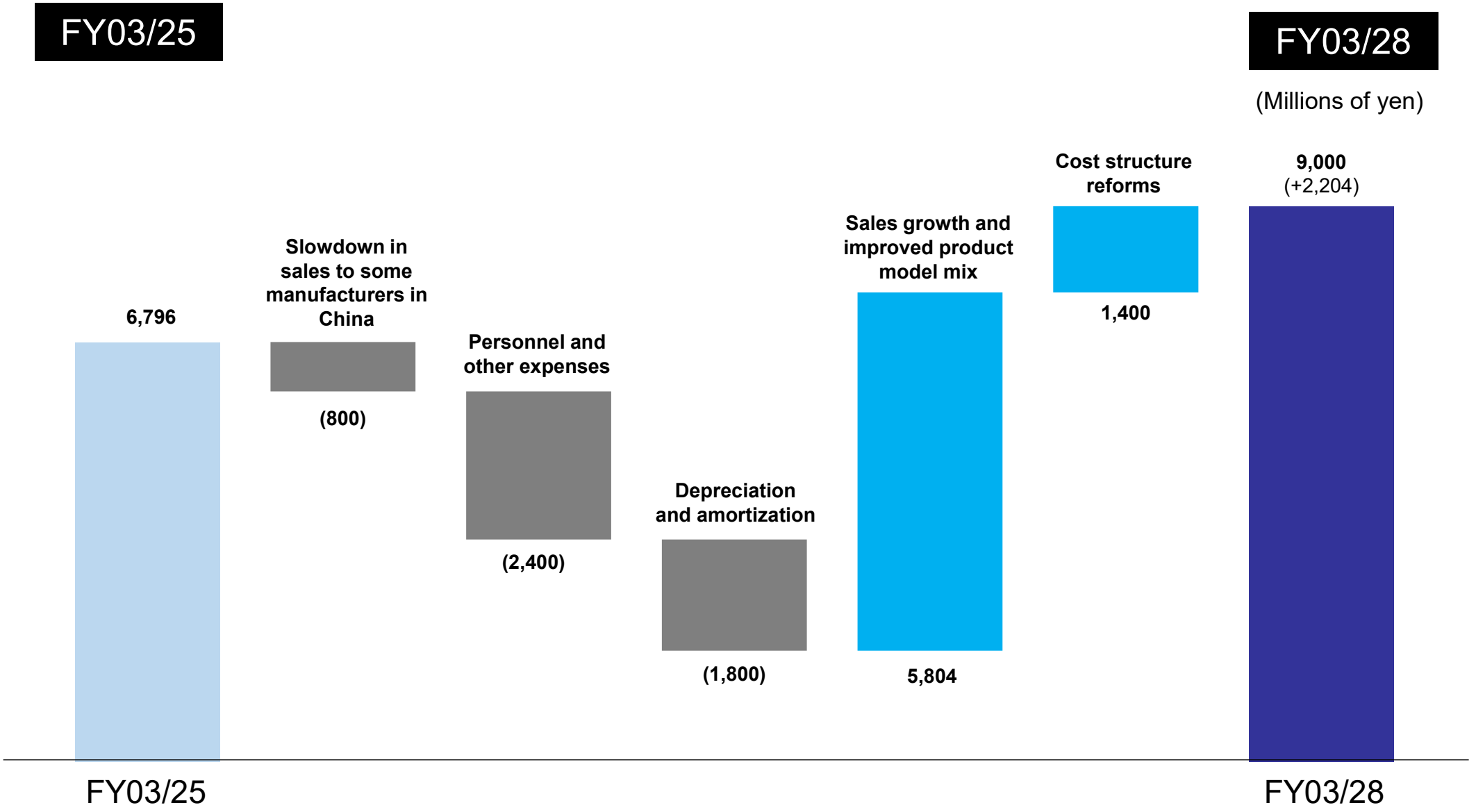
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Medium-Term Business Plan Progress: Breakdown of YoY Change in Net Sales (FY03/25–FY03/28)



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Medium-Term Business Plan Progress: Breakdown of YoY Change in Operating Income (FY03/25–FY03/28)



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Investment Progress Under the Medium-Term Business Plan

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Medium-term business plan	As of May 2026
Capital expenditures 15.0 billion yen	• Capital expenditures • New customer initiatives • Promotion of local production and consumption • Streamlining of operations through IT/DX 23.0 billion yen
Strategic investments 8.0 billion yen	

[Capital allocation strategy]

Under the medium-term business plan (150 billion yen in net sales, 9 billion yen in operating income, 6% income ratio, and 8% ROE), we expect to generate **38 billion yen** in cumulative cash inflow over three years. Of this, we plan to allocate **23 billion yen** (net of interest, taxes, and shareholder returns) to capital expenditures and strategic investments.

[Status of investment execution]

In light of changes in the business environment since the formulation of the medium-term business plan (such as U.S. tariff developments), we are in the final stages of defining specific investments aligned with our growth strategy and cost structure reforms, to ensure the achievement of the plan's financial targets. Specifically, total investments are expected to amount to 23.0 billion yen, consisting of 6.8 billion yen in FY03/26 (actual), 10.0 billion yen in FY03/27 (forecast), and 6.2 billion yen in FY03/28 (forecast).

[Approach to M&A and capital alliances]

We will evaluate M&A and capital alliance opportunities based on projected cash inflows at the time, with flexibility to draw on existing cash reserves, treasury stock, and debt financing as appropriate.

Progress as of May 2026

Building a new customer base for the mobility-related business: Equipment investment at Vietnam and China plants, etc.	:Approx. 3.5 billion yen
Meeting new customer needs for the mobility-related business: New plant construction in India	:Approx. 1.0 billion yen
Consumer-related business: Automation equipment for earphone drivers and actuators, etc.	:Approx. 2.0 billion yen
Local production and consumption: Expansion of local manufacturing in Europe, and expansion of local manufacturing in the Americas to address tariff impacts	:Approx. 4.5 billion yen
Streamlining of operations through IT and DX: Development of next-generation systems and application of generative AI	:Approx. 1.0 billion yen
Regular capital Investments: Automation and labor-saving equipment aimed at enhancing productivity and reducing costs, etc.	:Approx. 11.0 billion yen

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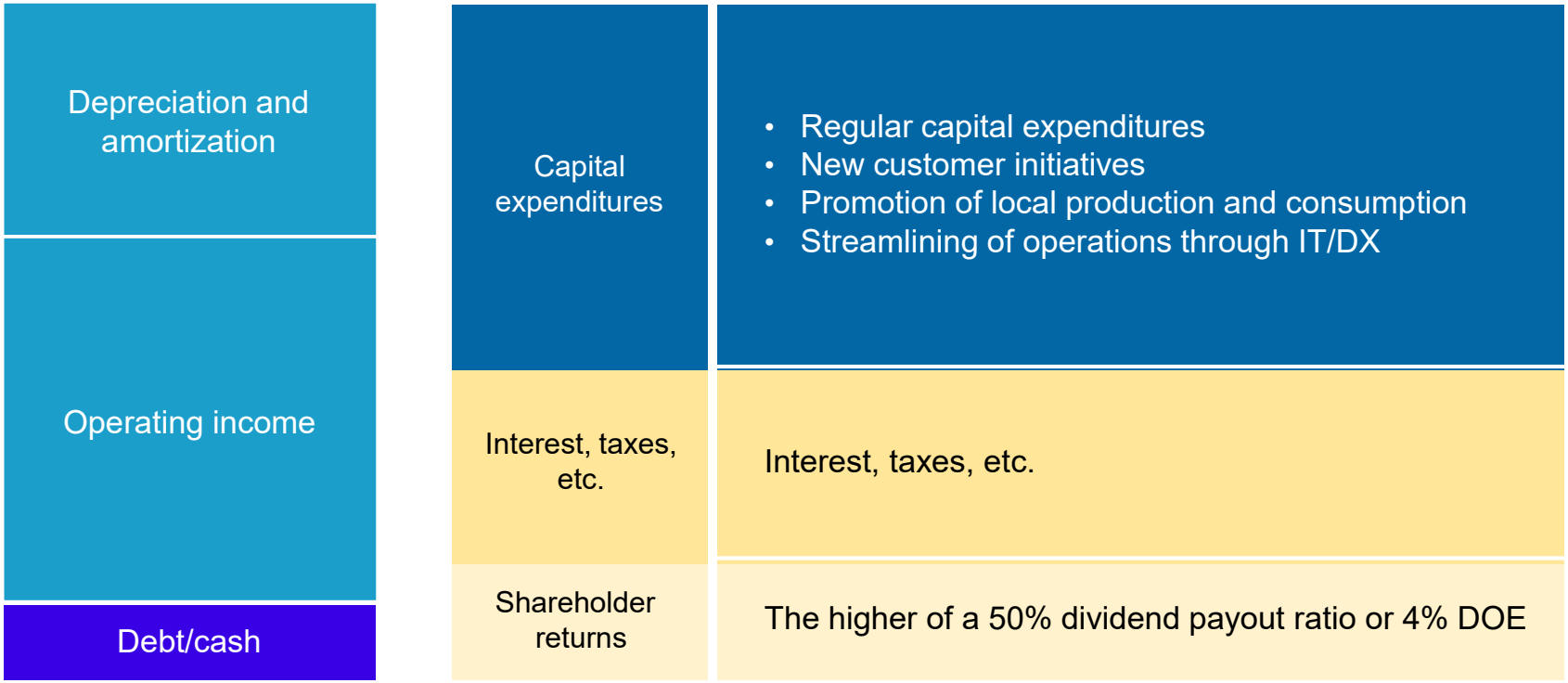
Cash Inflows / Cash Outflows

Cash Inflows

EBITDA	**36.0** → **37.0**	billion yen
Debt/cash	**0** → **1.0**	billion yen
Total	**36.0** → **38.0**	billion yen

Cash Outflows

Capital expenditures		**15.0**	billion yen
Strategic investments, etc.		**8.0**	billion yen
Interest, taxes, etc.		**8.0**	billion yen
Shareholder returns	**5.0** →	**7.0**	billion yen
Total	**36.0** →	**38.0**	billion yen



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(Reference) Transition to a Company with an Audit & Supervisory Committee

Following approval at the General Meeting of Shareholders scheduled for June 25, 2026, Foster Electric will transition to a company with an Audit & Supervisory Committee.

Overview of the transition to a company with an Audit & Supervisory Committee

Purpose of transition

Aim to further strengthen corporate governance and enhance corporate value

1. Strengthening audit and supervisory functions

By establishing an Audit & Supervisory Committee in which outside directors constitute a majority, and by granting voting rights at meetings of the Board of Directors to directors who are members of the Audit & Supervisory Committee, as well as enabling the Committee to exercise its right to express opinions, **the Company aims to strengthen the audit and supervisory functions over the Board of Directors.**

2. Accelerating decision-making

By delegating part of the Board of Directors' authority to make decisions regarding business execution to individual directors, the Company aims to further accelerate management decision-making and execution under the appropriate supervision of the Board of Directors.

Timing

Following approval at the 92nd Ordinary General Meeting of Shareholders scheduled for June 25, 2026

Board composition after the transition

Position	Name	Gender
CEO	Kazuhiro Kishi	Male
CFO, Executive Vice President	Akihito Mochizuki	Male
Senior Managing Director	Hiroki Miura	Male
Director	Naoki Kanai	Male
Outside Director	Kaoru Chujo	Female
Outside Director	Yoshito Ezure	Male
Outside Director	Yasuto Monden	Male
Outside Director	Jisoo Kim	Male
Director, Standing Audit & Supervisory Committee Member	Tatsuhito Tanaka	Male
Outside Director, Audit & Supervisory Committee Member	Satoko Kimoto	Female
Outside Director, Audit & Supervisory Committee Member	Aiko Oue	Female
Outside Director, Audit & Supervisory Committee Member	Yukiko Nomura	Female

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IV. Reference Materials

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Company Profile

Our Corporate Creed is “Sincerity.”
Our Mission is “To make contributions to future society through acoustics.”

Company name	Foster Electric Company, Limited
Representative	Kazuhiro Kishi, CEO
Founded	June 20, 1949
Headquarters	1-1-109 Tsutsujigaoka, Akishima, Tokyo 196-8550
Stock exchange	Prime Market of the Tokyo Stock Exchange (April 2022)
Common stock	6,770 million yen (as of March 31, 2026)
Business domain	Production and sales of speakers, audio equipment, and electronic equipment
Number of employees	Consolidated: 16,260 (including employees at a contract manufacturer in Panyu, China) Non-consolidated: 454 (as of March 31, 2026 for both consolidated and non-consolidated)

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Business Domain

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

Speaker Segment

- Car speakers, speaker systems and TV speakers, etc.

Car speakers



Car speaker systems



TV speakers



Mobile Audio Segment

- Headphones/headsets, earphone drivers, and vibration actuators, etc.

Headphones/headsets

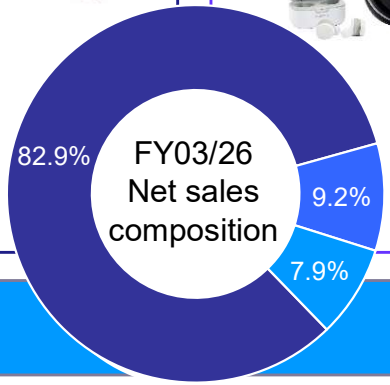


Earphone drivers



Actuators





Other Segment

- Speakers for acoustic vehicle alerting systems, eCall speakers, FOSTEX brand products, etc.

Micro acoustic components



FOSTEX products



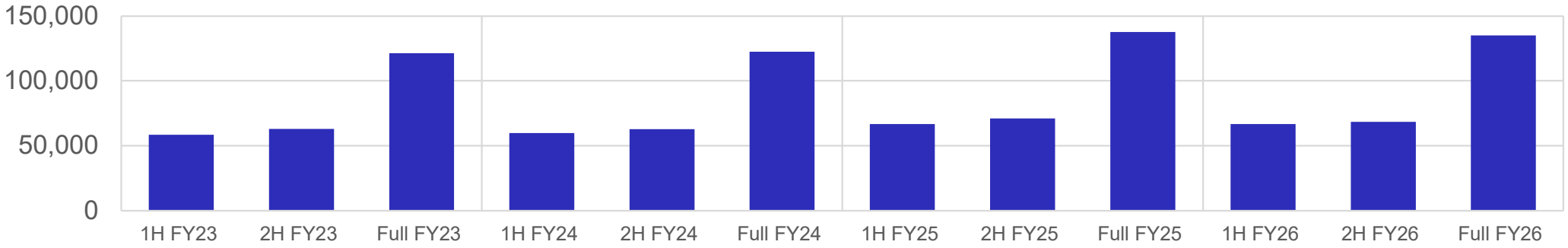
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Half-Year and Full-Year Results (Consolidated)

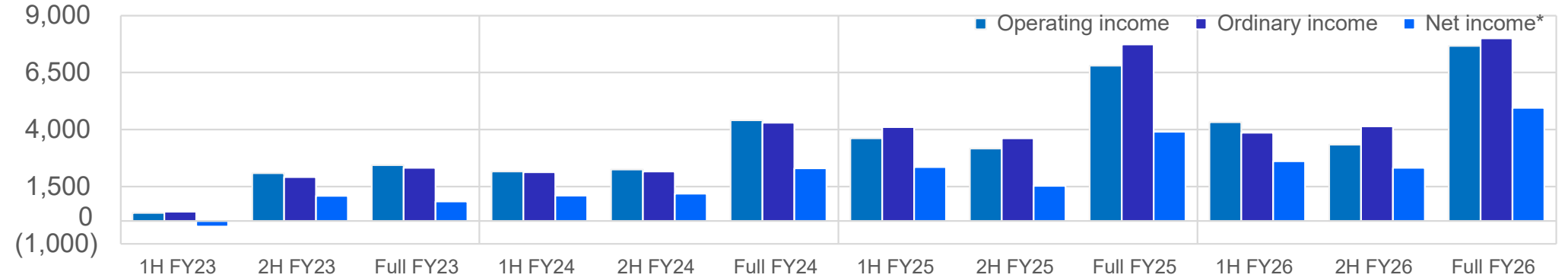
Results (Millions of yen)

	1H FY23	2H FY23	Full FY23	1H FY24	2H FY24	Full FY24	1H FY25	2H FY25	Full FY25	1H FY26	2H FY26	Full FY26
Net sales	58,385	62,953	121,338	59,701	62,746	122,447	66,612	70,995	137,607	66,654	68,256	134,910
Operating income	351	2,094	2,445	2,165	2,247	4,412	3,622	3,173	6,796	4,327	3,342	7,670
Ordinary income	404	1,923	2,327	2,139	2,166	4,305	4,108	3,617	7,726	3,863	4,139	8,002
Net income*	(249)	1,097	848	1,114	1,190	2,304	2,363	1,538	3,902	2,620	2,330	4,951
Income ratio	0.6%	3.3%	2.0%	3.6%	3.6%	3.6%	5.4%	4.5%	4.9%	6.5%	4.9%	5.7%
Ordinary income to net sales	0.7%	3.1%	1.9%	3.6%	3.5%	3.5%	6.2%	5.1%	5.6%	5.8%	6.1%	5.9%
Net income to net sales**	(0.4%)	1.7%	0.7%	1.9%	1.9%	1.9%	3.5%	2.2%	2.8%	3.9%	3.4%	3.7%

Net sales (Millions of yen)



Profits (Millions of yen)



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

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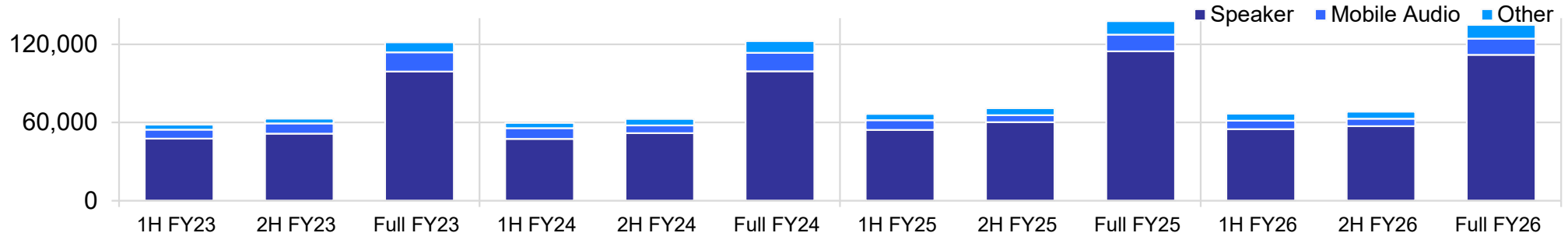
Half-Year and Full-Year Results by Segment (Consolidated)

Results (Millions of yen)

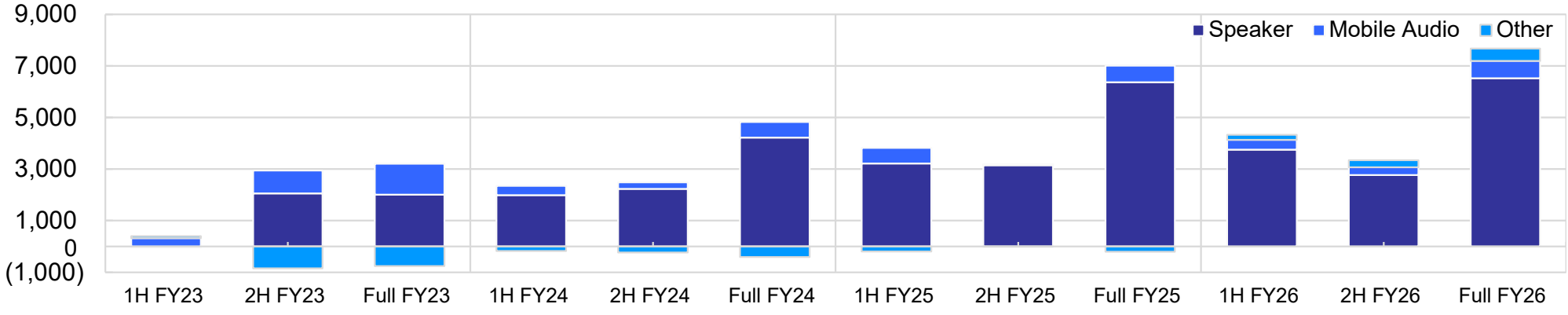
Sales	1H FY23	2H FY23	Full FY23	1H FY24	2H FY24	Full FY24	1H FY25	2H FY25	Full FY25	1H FY26	2H FY26	Full FY26
Speaker	47,641	51,446	99,087	47,372	51,803	99,175	54,273	60,248	114,521	54,789	57,079	111,869
Mobile Audio	6,841	7,850	14,691	8,255	5,942	14,197	7,560	5,333	12,893	6,594	5,875	12,469
Other	3,901	3,656	7,558	4,073	5,000	9,074	4,779	5,412	10,192	5,270	5,301	10,572
Operating income												
Speaker	(51)	2,055	2,004	1,984	2,234	4,218	3,211	3,150	6,362	3,753	2,769	6,522
Mobile Audio	317	886	1,203	362	245	607	607	33	641	375	296	672
Other	85	(847)	(762)	(181)	(231)	(412)	(197)	(10)	(207)	199	276	475

*Net sales of other businesses are shown after elimination of intersegment transactions.

Sales (Millions of yen)



Operating income (Millions of yen)



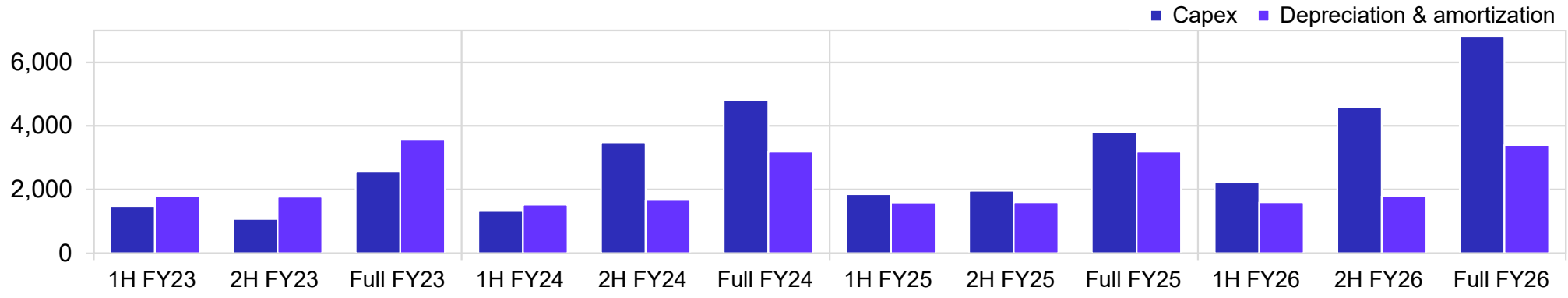
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Half-Year and Full-Year Capex, Depreciation and Amortization, R&D Expenses

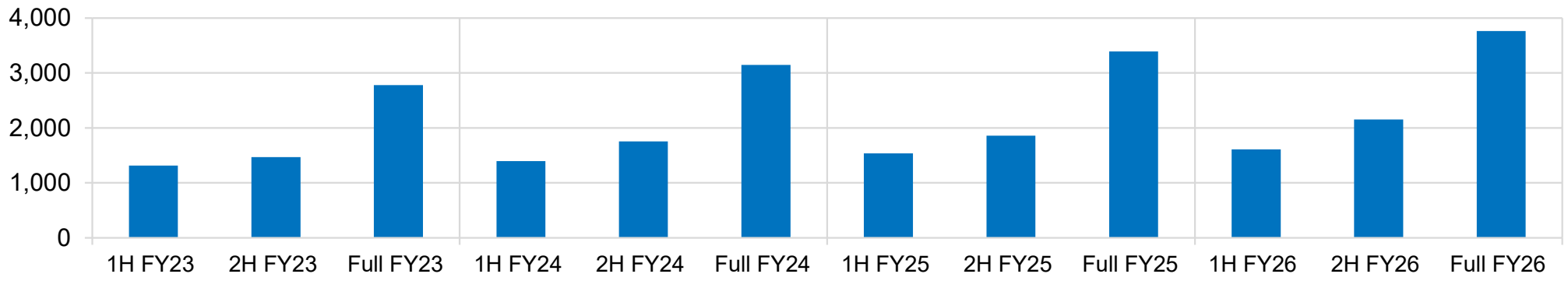
Capex, depreciation & amortization, R&D expenses (Millions of yen)

	1H FY23	2H FY23	Full FY23	1H FY24	2H FY24	Full FY24	1H FY25	2H FY25	Full FY25	1H FY26	2H FY26	Full FY26
Capex	1,484	1,075	2,559	1,329	3,481	4,810	1,851	1,964	3,816	2,224	4,580	6,804
Depreciation & amortization	1,788	1,777	3,565	1,523	1,674	3,197	1,592	1,599	3,192	1,600	1,798	3,398
R&D expenses	1,313	1,467	2,780	1,394	1,753	3,147	1,534	1,856	3,391	1,609	2,154	3,763

Capex, depreciation & amortization (Millions of yen)



R&D expenses (Millions of yen)



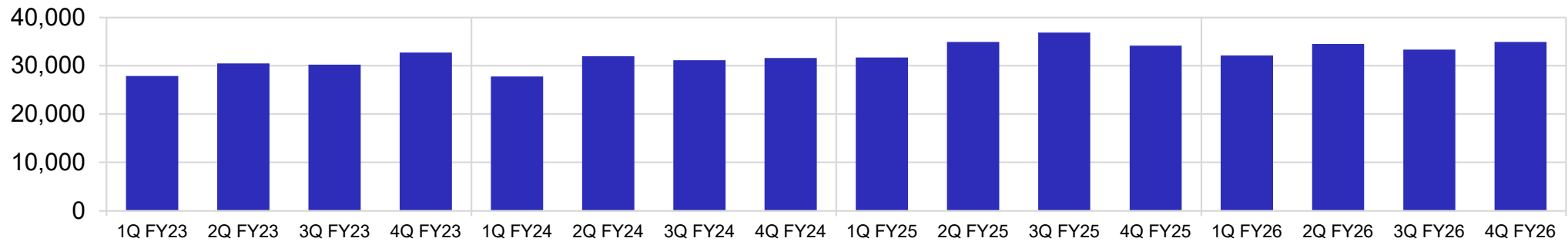
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Quarterly Results (Consolidated)

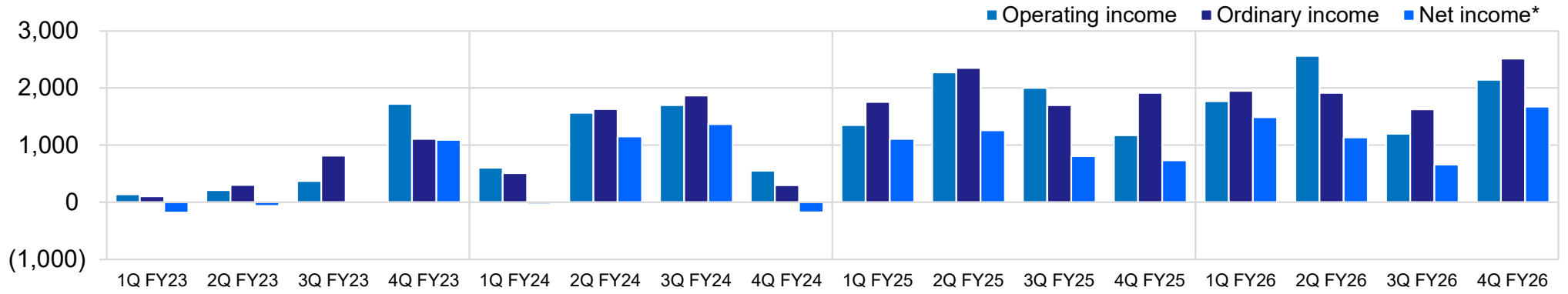
Results (Millions of yen)

	1Q FY23	2Q FY23	3Q FY23	4Q FY23	1Q FY24	2Q FY24	3Q FY24	4Q FY24	1Q FY25	2Q FY25	3Q FY25	4Q FY25	1Q FY26	2Q FY26	3Q FY26	4Q FY26
Net sales	27,894	30,491	30,227	32,726	27,750	31,951	31,143	31,603	31,687	34,925	36,861	34,133	32,136	34,517	33,349	34,907
Operating income	139	212	372	1,722	602	1,563	1,697	550	1,351	2,271	2,002	1,171	1,767	2,560	1,198	2,144
Ordinary income	102	302	815	1,108	509	1,630	1,868	298	1,757	2,351	1,703	1,914	1,948	1,915	1,624	2,515
Net income*	(183)	(66)	8	1,089	(36)	1,150	1,366	(176)	1,106	1,257	805	733	1,487	1,132	657	1,673
Income ratio	0.5%	0.7%	1.2%	5.3%	2.2%	4.9%	5.4%	1.7%	4.3%	6.5%	5.4%	3.4%	5.5%	7.4%	3.6%	6.1%
Ordinary income to net sales	0.4%	1.0%	2.7%	3.4%	1.8%	5.1%	6.0%	0.9%	5.5%	6.7%	4.6%	5.6%	6.1%	5.5%	4.9%	7.2%
Net income to net sales**	(0.7%)	(0.2%)	0.0%	3.3%	(0.1%)	3.6%	4.4%	(0.6%)	3.5%	3.6%	2.2%	2.1%	4.6%	3.3%	2.0%	4.8%

Net sales (Millions of yen)



Profits (Millions of yen)



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

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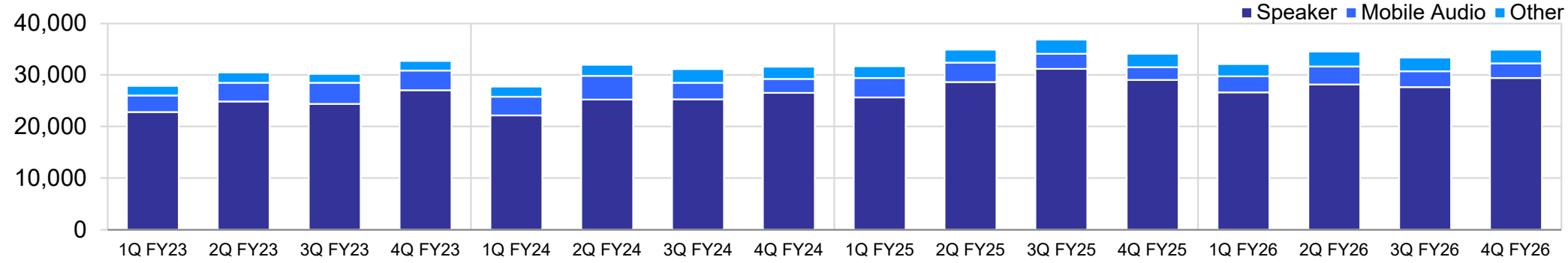
Quarterly Results by Segment (Consolidated)

Results (Millions of yen)

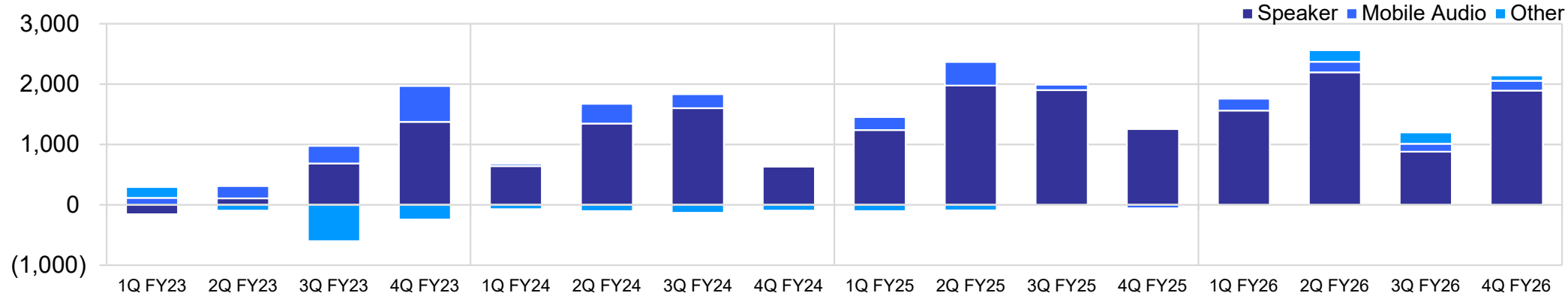
Sales	1Q FY23	2Q FY23	3Q FY23	4Q FY23	1Q FY24	2Q FY24	3Q FY24	4Q FY24	1Q FY25	2Q FY25	3Q FY25	4Q FY25	1Q FY26	2Q FY26	3Q FY26	4Q FY26
Speaker	22,804	24,837	24,396	27,050	22,154	25,218	25,277	26,526	25,633	28,639	31,200	29,048	26,614	28,174	27,644	29,435
Mobile Audio	3,213	3,628	4,066	3,784	3,644	4,611	3,222	2,720	3,800	3,759	2,894	2,439	3,125	3,468	3,065	2,809
Other	1,875	2,026	1,765	1,891	1,951	2,122	2,644	2,356	2,253	2,525	2,766	2,646	2,395	2,874	2,639	2,661
Operating income																
Speaker	(156)	105	684	1,371	639	1,345	1,601	633	1,236	1,974	1,897	1,253	1,559	2,194	879	1,889
Mobile Audio	113	204	291	595	37	325	230	15	218	389	95	(61)	201	174	130	166
Other	182	(97)	(603)	(244)	(74)	(107)	(134)	(97)	(104)	(92)	9	(19)	6	192	188	88

*Net sales of other businesses are shown after elimination of intersegment transactions.

Sales (Millions of yen)



Operating income (Millions of yen)



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Quarterly Balance Sheet and Statement of Cash Flows

FOSTER

Balance sheet (Millions of yen)

	1Q FY23	2Q FY23	3Q FY23	4Q FY23	1Q FY24	2Q FY24	3Q FY24	4Q FY24	1Q FY25	2Q FY25	3Q FY25	4Q FY25	1Q FY26	2Q FY26	3Q FY26	4Q FY26
Total current assets	75,694	83,095	78,930	73,893	74,035	75,378	77,901	78,925	83,264	85,597	89,170	83,045	82,223	82,899	83,369	83,529
Cash and deposits	11,422	14,366	13,525	13,646	16,218	16,882	18,868	20,216	19,708	19,779	23,811	20,388	22,243	20,443	19,210	20,235
Notes and accounts receivable – trade	23,132	25,075	24,018	25,470	24,496	25,836	24,581	25,799	27,512	28,515	30,572	30,700	30,563	31,064	28,908	26,754
Other	41,140	43,654	41,387	34,777	33,321	32,660	34,452	32,910	36,044	37,302	34,785	31,957	29,416	31,390	35,250	36,540
Total non-current assets	20,098	20,345	19,301	18,977	19,813	21,902	23,458	23,822	24,877	23,530	24,204	23,780	22,729	23,719	26,531	28,715
Net property, plant and equipment	16,640	16,809	15,702	15,030	15,846	17,582	18,951	19,377	20,291	19,085	19,737	19,394	19,011	19,997	22,691	24,249
Total intangible assets	216	217	207	214	221	252	255	336	388	409	407	469	457	457	457	488
Total investments and other assets	3,241	3,318	3,391	3,732	3,745	4,067	4,251	4,108	4,197	4,035	4,059	3,916	3,260	3,264	3,382	3,977
Total assets	95,793	103,441	98,232	92,871	93,849	97,280	101,360	102,747	108,142	109,128	113,374	106,826	104,952	106,618	109,901	112,244
Total current liabilities	39,332	44,507	41,988	34,799	33,055	31,854	32,990	31,899	33,218	36,314	37,842	33,886	34,108	32,953	33,258	31,675
Notes and accounts payable – trade	12,327	11,881	11,342	9,380	9,876	11,714	12,734	12,169	14,366	16,817	17,481	18,998	16,831	17,776	16,492	14,931
Short-term loans and bonds payable	19,660	24,845	21,979	17,456	15,928	11,782	12,223	11,346	10,869	11,131	11,398	5,502	7,736	5,948	6,569	6,453
Other	7,345	7,781	8,667	7,963	7,251	8,358	8,033	8,384	7,983	8,365	8,963	9,385	9,541	9,228	10,197	10,290
Total non-current liabilities	1,495	1,439	1,469	1,556	1,809	2,741	5,758	6,529	6,440	6,084	5,895	4,207	3,813	3,682	3,747	3,642
Long-term debt and bonds payable	150	0	0	0	0	0	3,175	3,781	3,587	3,393	3,200	1,650	1,500	1,350	1,200	1,050
Other	1,345	1,439	1,469	1,556	1,809	2,741	2,583	2,748	2,853	2,691	2,695	2,557	2,313	2,332	2,547	2,592
Total net assets	54,965	57,494	54,774	56,515	58,984	62,684	62,611	64,319	68,483	66,729	69,636	68,731	67,030	69,983	72,895	76,926
Shareholders' equity	43,226	43,163	42,995	44,045	43,785	45,011	46,154	45,989	46,760	48,122	48,479	49,251	49,842	51,191	51,055	52,728
Accumulated other comprehensive income	7,293	9,436	6,587	7,050	9,771	11,654	9,943	12,014	14,987	11,075	13,648	11,619	9,631	10,920	13,435	14,977
Non-controlling interests	4,445	4,894	5,231	5,419	5,426	6,018	6,512	6,314	6,735	7,531	7,507	7,861	7,555	7,871	8,404	9,220
Total liabilities and net assets	95,793	103,441	98,232	92,871	93,849	97,280	101,360	102,747	108,142	109,128	113,374	106,826	104,952	106,618	109,901	112,244

Statement of cash flows (Millions of yen)

	1Q FY23	2Q FY23	3Q FY23	4Q FY23	1Q FY24	2Q FY24	3Q FY24	4Q FY24	1Q FY25	2Q FY25	3Q FY25	4Q FY25	1Q FY26	2Q FY26	3Q FY26	4Q FY26
Operating activities	(5,612)	(1,402)	2,959	4,409	5,334	5,553	1,553	2,988	1,015	1,685	5,466	6,663	1,320	704	1,741	3,169
Investing activities	(824)	6	(443)	(60)	(537)	(800)	(2,776)	(4,426)	(451)	(1,324)	(1,015)	1,945	84	(1,092)	(2,797)	(1,975)
Financing activities	4,964	3,861	(2,563)	(4,486)	(2,584)	(4,605)	3,502	(753)	(1,890)	519	(928)	(7,585)	969	(2,163)	(677)	(460)
Foreign exchange impact	691	478	(680)	258	358	516	(293)	357	612	(472)	181	(686)	(903)	751	499	507
Net increase (decrease) in cash flow	(781)	2,943	(727)	121	2,571	664	1,986	(1,834)	(712)	409	3,703	337	1,471	(1,799)	(1,233)	1,241
Cash at the end of period	11,308	14,252	13,525	13,646	16,218	16,882	18,868	17,034	16,321	16,730	20,434	20,771	22,243	20,443	19,210	20,451

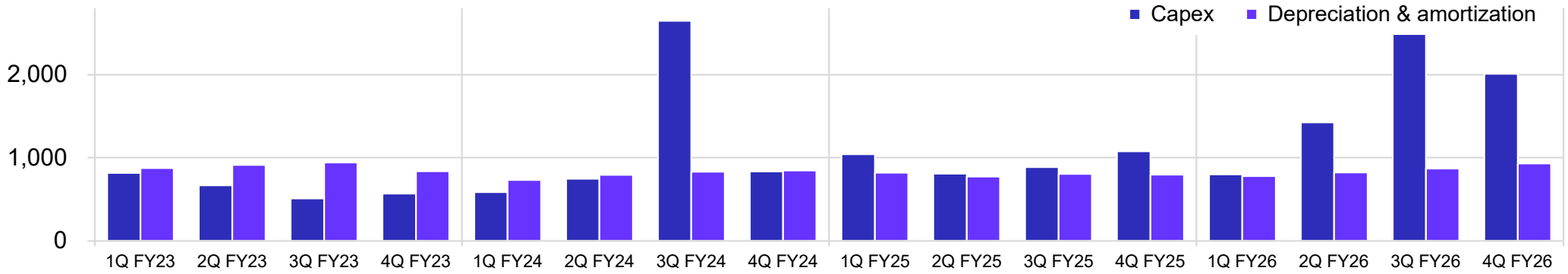
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Quarterly Capex, Depreciation and Amortization, R&D Expenses

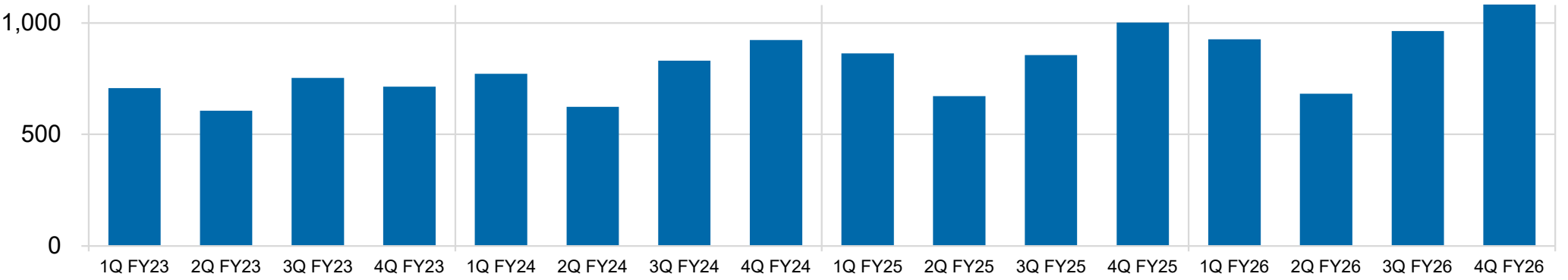
Capex, depreciation & amortization, R&D expenses (Millions of yen)

	1Q FY23	2Q FY23	3Q FY23	4Q FY23	1Q FY24	2Q FY24	3Q FY24	4Q FY24	1Q FY25	2Q FY25	3Q FY25	4Q FY25	1Q FY26	2Q FY26	3Q FY26	4Q FY26
Capex	817	667	509	566	584	745	2,646	834	1,042	808	887	1,077	798	1,425	2,570	2,009
Depreciation & amortization	875	913	941	836	731	792	830	844	819	772	803	796	778	822	868	929
R&D expenses	707	606	753	714	771	623	830	923	863	671	855	1,001	926	682	963	1,191

Capex, depreciation & amortization (Millions of yen)



R&D expenses (Millions of yen)

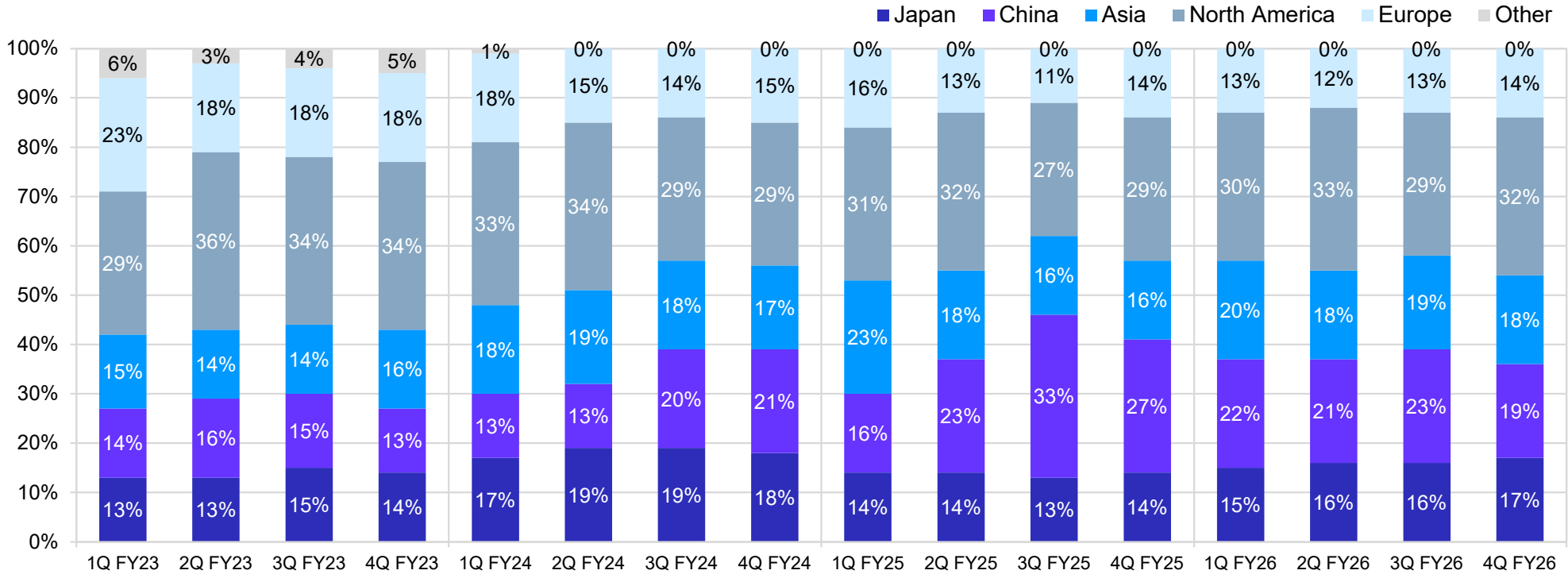


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Quarterly Sales Weighting of Car Speakers by Region

Sales weighting of car speakers by region

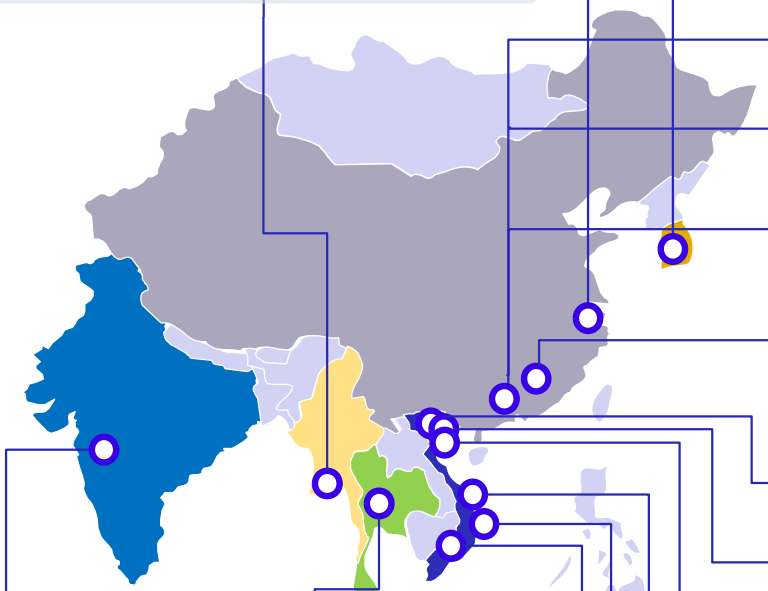
	1Q FY23	2Q FY23	3Q FY23	4Q FY23	1Q FY24	2Q FY24	3Q FY24	4Q FY24	1Q FY25	2Q FY25	3Q FY25	4Q FY25	1Q FY26	2Q FY26	3Q FY26	4Q FY26
Japan	13%	13%	15%	14%	17%	19%	19%	18%	14%	14%	13%	14%	15%	16%	16%	17%
China	14%	16%	15%	13%	13%	13%	20%	21%	16%	23%	33%	27%	22%	21%	23%	19%
Asia	15%	14%	14%	16%	18%	19%	18%	17%	23%	18%	16%	16%	20%	18%	19%	18%
North America	29%	36%	34%	34%	33%	34%	29%	29%	31%	32%	27%	29%	30%	33%	29%	32%
Europe	23%	18%	18%	18%	18%	15%	14%	15%	16%	13%	11%	14%	13%	12%	13%	14%
Other	6%	3%	4%	5%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total sales (Millions of yen)	18,767	21,216	20,915	24,349	19,642	22,327	21,799	23,386	22,349	25,251	27,769	26,316	23,951	25,846	25,097	26,972



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The Group's Manufacturing Sites

FOSTER



South Korea

- ESTec CORPORATION

China

- ESTec ELECTRONICS (JIAXING)CO.,LTD.
- FOSTER ELECTRIC CO.,(GUANGZHOU) LTD.
- GUANGZHOU PANYU JIU SHUI KENG FOSTER ELECTRIC FACTORY
- GUANGZHOU FOURSTAR ELECTROACOUSTIC TECH CO.,LTD.
- FOSTER ELECTRIC CO.,(HEYUAN) LTD.

Myanmar

- FOSTER ELECTRIC (THILAWA) CO., LTD.

Vietnam

- ESTec PHU THO CO., LTD.
- FOSTER ELECTRIC (BAC NINH) CO., LTD.
- Hengdian Group DMEGC Magnetics (Vietnam) Co., Ltd
- FOSTER ELECTRIC (DA NANG) CO., LTD.
- FOSTER ELECTRIC (QUANG NGAI) CO., LTD.
- FOSTER ELECTRIC (VIETNAM) CO., LTD.
- ESTec VINA CO., LTD.

Thailand

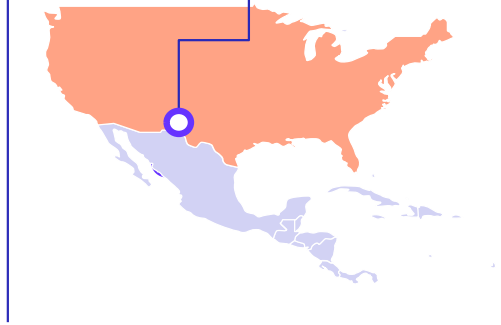
- FSK(Thailand) Co.,Ltd.

India

- ESTec Electronics India Private Limited

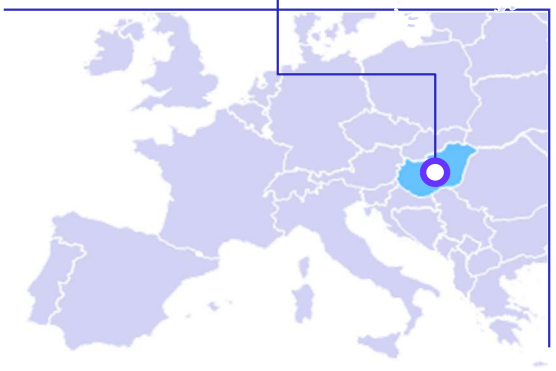
USA

- EL PASO OPERATIONS



Hungary

- FOSTER ELECTRIC (HUNGARY) Kft.



（As of March 31, 2026）

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[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]

IR Section, IR and Governance Department, Foster Electric Company, Limited

TEL: +81-42-546-2305 / FAX: +81-42-546-2317

1-1-109 Tsutsujigaoka, Akishima, Tokyo 196-8550, Japan

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