



Financial Briefing (Fiscal year ended March 31, 2026)

May 13, 2026



PUNCH INDUSTRY CO., LTD.

(Security Code: 6165 TSE Standard)



Financial Highlights for the Fiscal Year Ended March 31, 2026

Orders in Japan remained sluggish, but overseas operations, particularly in China, performed well.

Net sales	Consolidated	Consolidated net sales increased to 103.1% year on year, up ¥1.2 billion to ¥42.1 billion.
	Japan	Decreased to 94.9% year on year to ¥11.0 billion. The decline in the automotive sector had a significant impact.
	China	Increased to 106.5% year on year to ¥24.9 billion. Increased revenue from growing automotive-related orders.
	Southeast Asia	Increased to 104.6% year on year to ¥2.0 billion. Malaysia, Indonesia, and Vietnam performed well, while India and Singapore were weak.
	Europe, the US, and Others	Increased to 106.9% year on year to ¥4.1 billion. Europe performed well.
Profit		Operating profit was ¥2,031 million, or 120.5% of the previous fiscal year's level. Ordinary profit was ¥2,201 million, or 136.4% of the previous fiscal year's level. Due to an impairment loss on ASCe's goodwill, profit attributable to owners of parent was ¥851 million, or 98.1% of the previous fiscal year's level.
Net cash		Increased by ¥164 million from the beginning of the fiscal year under review due mainly to the recording of profit.



Income Statement Summary

(Unit: Millions of yen)

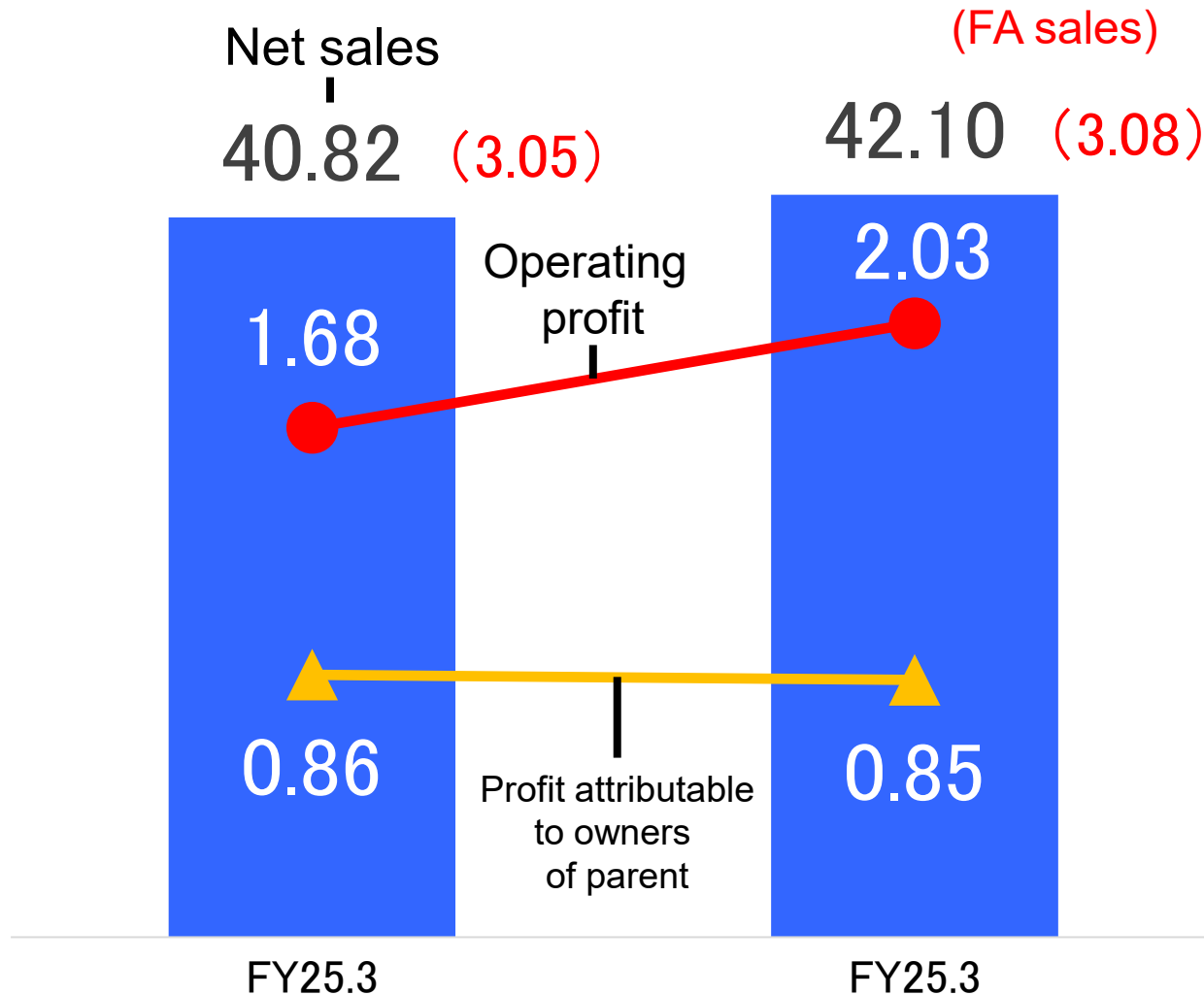
		FY25.3	FY26.3	Year-on-year difference	FY26.3 / FY25.3 (%)
Net sales		40,822	42,100	1,278	103.1%
Operating profit	4.1%	1,685	4.8% 2,031	346	120.5%
Ordinary profit	4.0%	1,613	5.2% 2,201	587	136.4%
Profit (loss) attributable to owners of parent	2.1%	868	2.0% 851	(16)	98.1%

[Actual Exchange Rate] 1 RMB = 20.93 JPY / 1 USD = 150.43 JPY



Net Sales and Profit

(Unit: Billions of yen)



[Year-on-year comparison]

Net sales increased by ¥1,278 million

Operating profit increased by ¥346 million

Net profit* decreased by ¥16 million

*Profit attributable to owners of parent

Net Sales by Region

In China, orders for automotive-related products remained strong, and the situation in Europe, the U.S., and other regions was also favorable.

(Unit: Billions of yen)

(YoY)



Europe,
the US,
and Others

Europe performed well.



Southeast
Asia

Malaysia, Indonesia, and Vietnam
performed well.



China

Automotive sector continued to perform
well.



Japan

Consumer electronics and precision
equipment sectors performed well, but
the decline in automotive-related
revenue had a significant impact.

Net Sales by Industry

In the automotive sector, orders increased in China;
in other sectors, orders increased through trading companies.

(Unit: Billions of yen)

(YoY)

(103.1%)

(103.3%)

(101.6%)

(103.0%)

(103.4%)

Other

Increased orders via trading companies.

Consumer electronics/
precision equipment

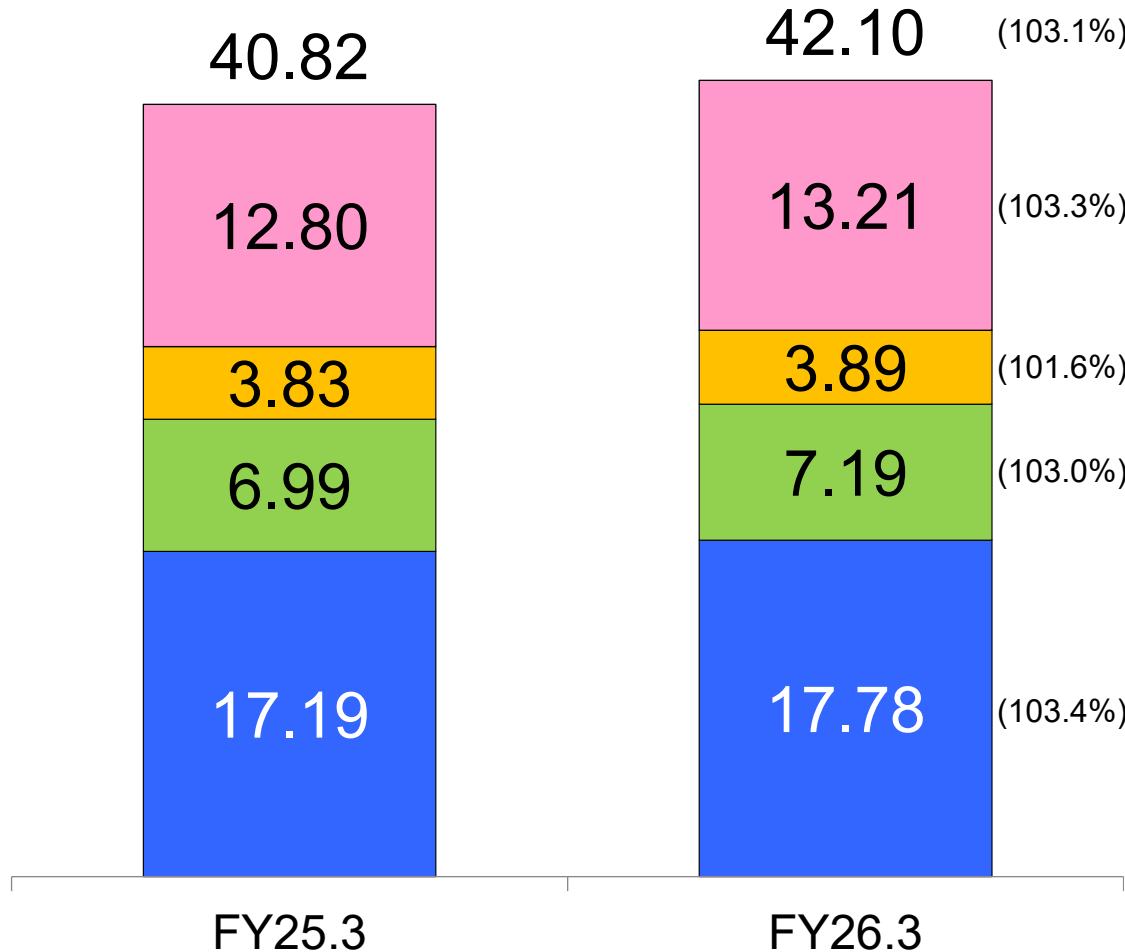
Market remained stagnant, showing modest growth.

Electronic devices/
semi-conductors

China's smartphone market recovered.

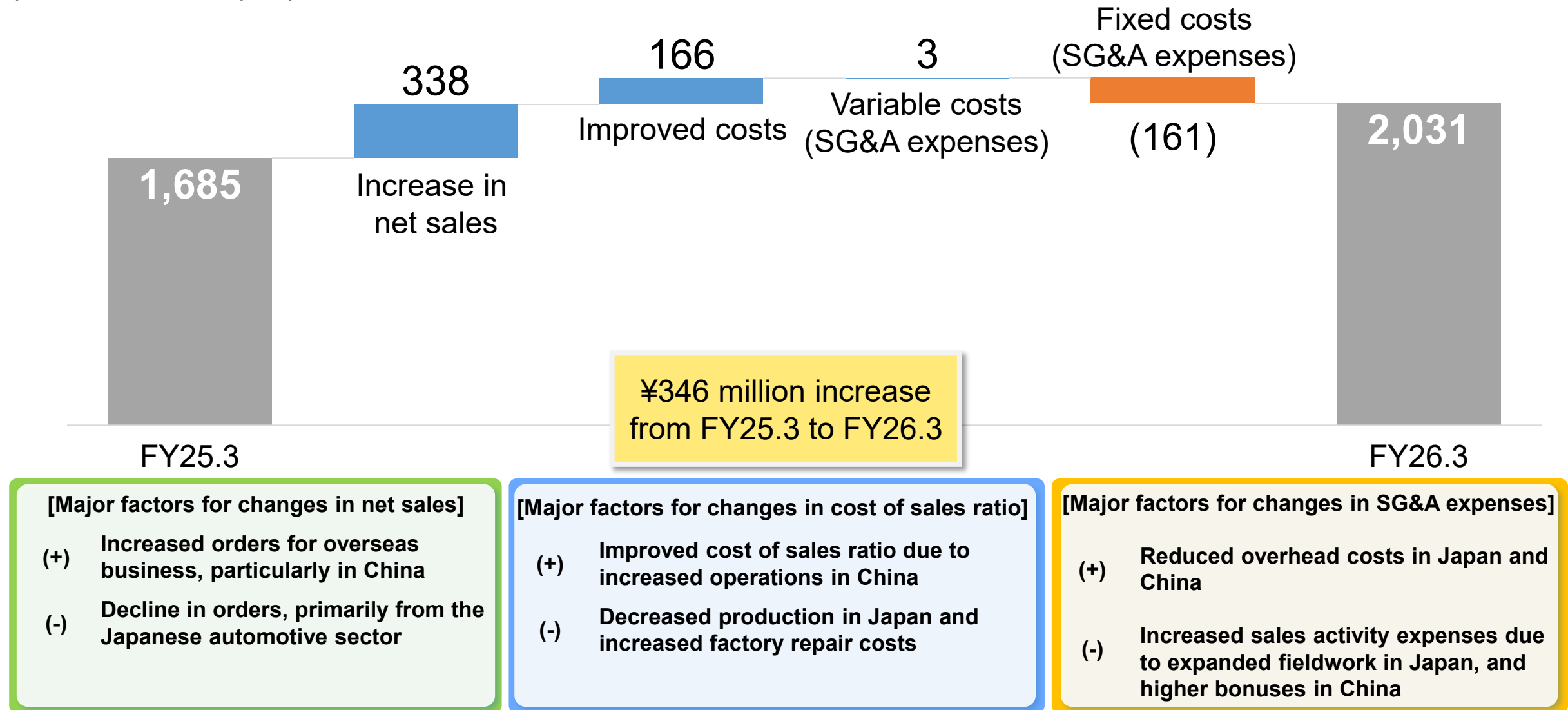
Automobile

Orders were strong in China.



Operating Profit Changes

(Unit: Millions of yen)



Balance Sheet Summary

(Unit: Millions of yen)

	Mar. 31, 2025	Mar. 31, 2026	Year-on-year changes
Total assets	32,970	34,300	1,330
Total liabilities	10,931	11,220	289
Interest-bearing debt	3,101	3,083	(18)
Net assets	22,038	23,079	1,041
Net cash	3,393	3,558	164
Equity ratio	66.7%	67.3%	0.6pt
Return on equity (ROE)	5.4%	5.0%	(0.4pt)
Return on invested capital (ROIC)	6.0%	7.0%	1.0pt
Capital expenditure (including intangible assets)	1,058	1,222	164
Depreciation and amortization (including intangible assets)	1,177	1,177	0



Cash Flows Summary

(Unit: Millions of yen)

	FY25.3	FY26.3
Cash flows from operating activities	2,271	1,865
Cash flows from investing activities	(2,415)	(1,276)
Free cash flow	(143)	589
Cash flows from financing activities	181	(696)
Changes in cash and cash equivalents (including translation adjustments)	446	(16)
Cash and cash equivalents at end of period	6,450	6,433



FY27.3 Results and Dividend Forecasts

(Unit: Millions of yen)

	FY26.3 results		FY27.3		
			Full-year earnings forecasts	Year-on-year difference	FY27.3 forecasts / FY26.3 results (%)
Net sales		42,100	45,000	2,899	106.9%
Operating profit	4.8%	2,031	5.1% 2,300	268	113.2%
Ordinary profit	5.2%	2,201	5.0% 2,250	48	102.2%
Profit attributable to owners of parent	2.0%	851	2.4% 1,100	248	129.2%
Return on equity (ROE)		5.0%	6.2%	1.2pt	
Return on invested capital (ROIC)		7.0%	7.7%	0.6pt	

FY27.3 Dividend Forecasts

Interim dividend of ¥10.00 per share + year-end dividend of ¥10.00 per share
= ¥20.00 per share (planned)

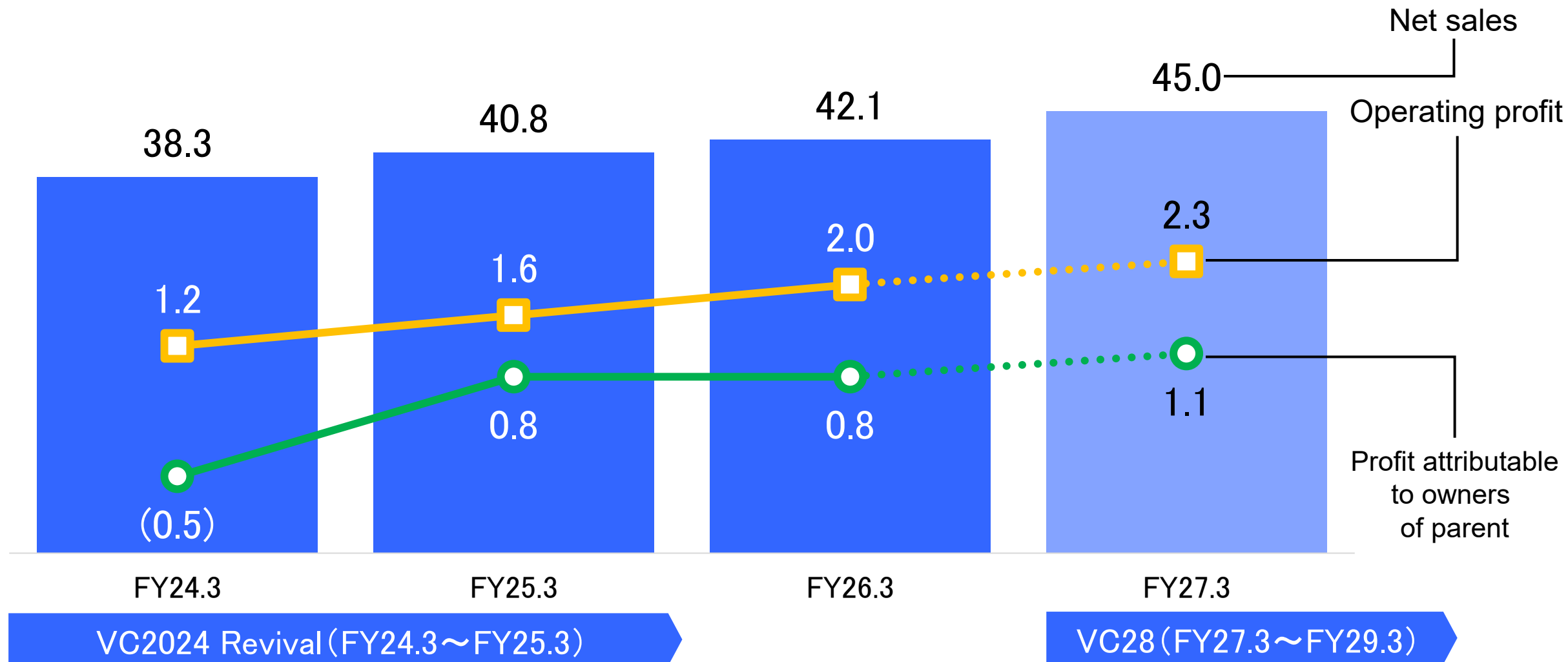
[Exchange Rate] 1 RMB = 22.00 JPY / 1 USD = 152.00 JPY

[Total Investment] Capital expenditure: ¥1.6 billion / Depreciation: ¥1.2 billion



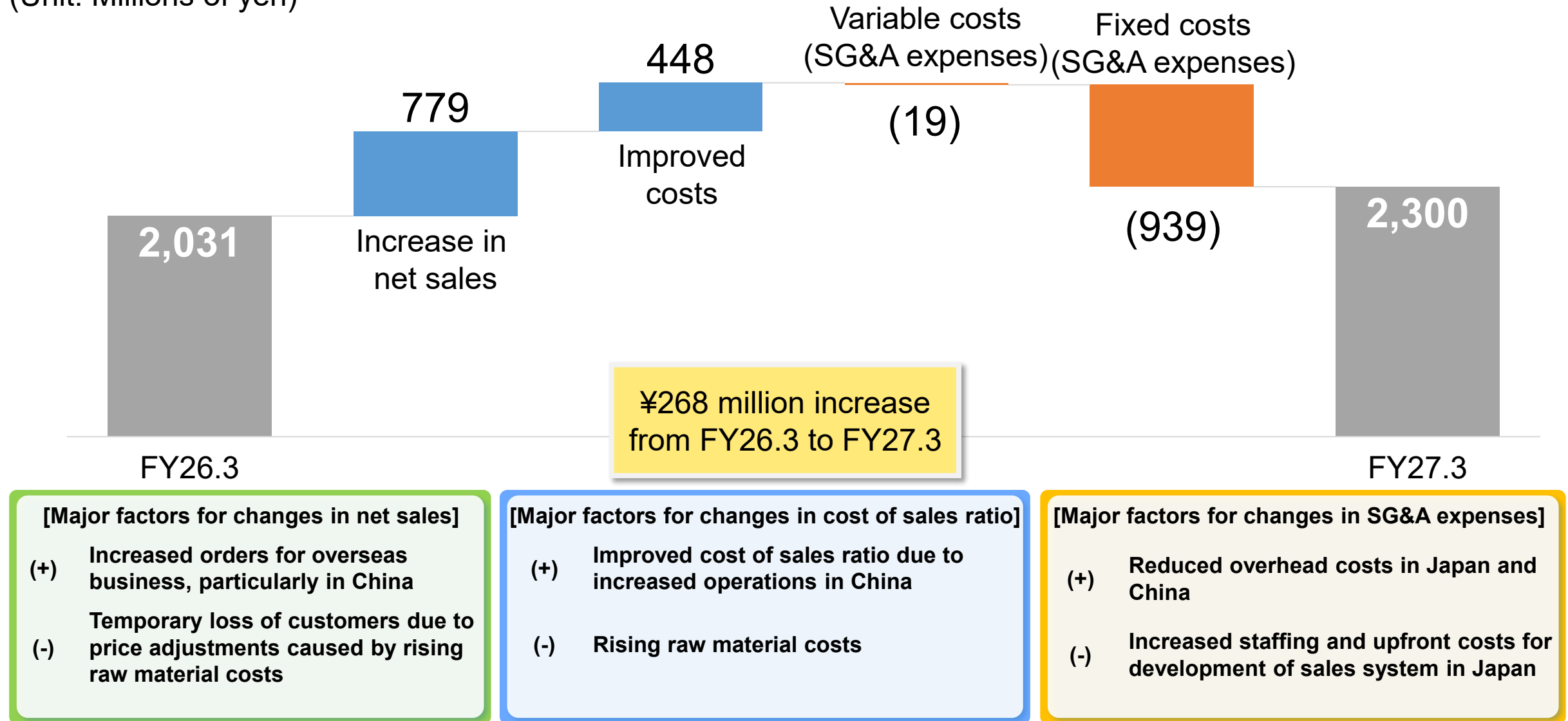
Management Figures

(Unit: Billions of yen)

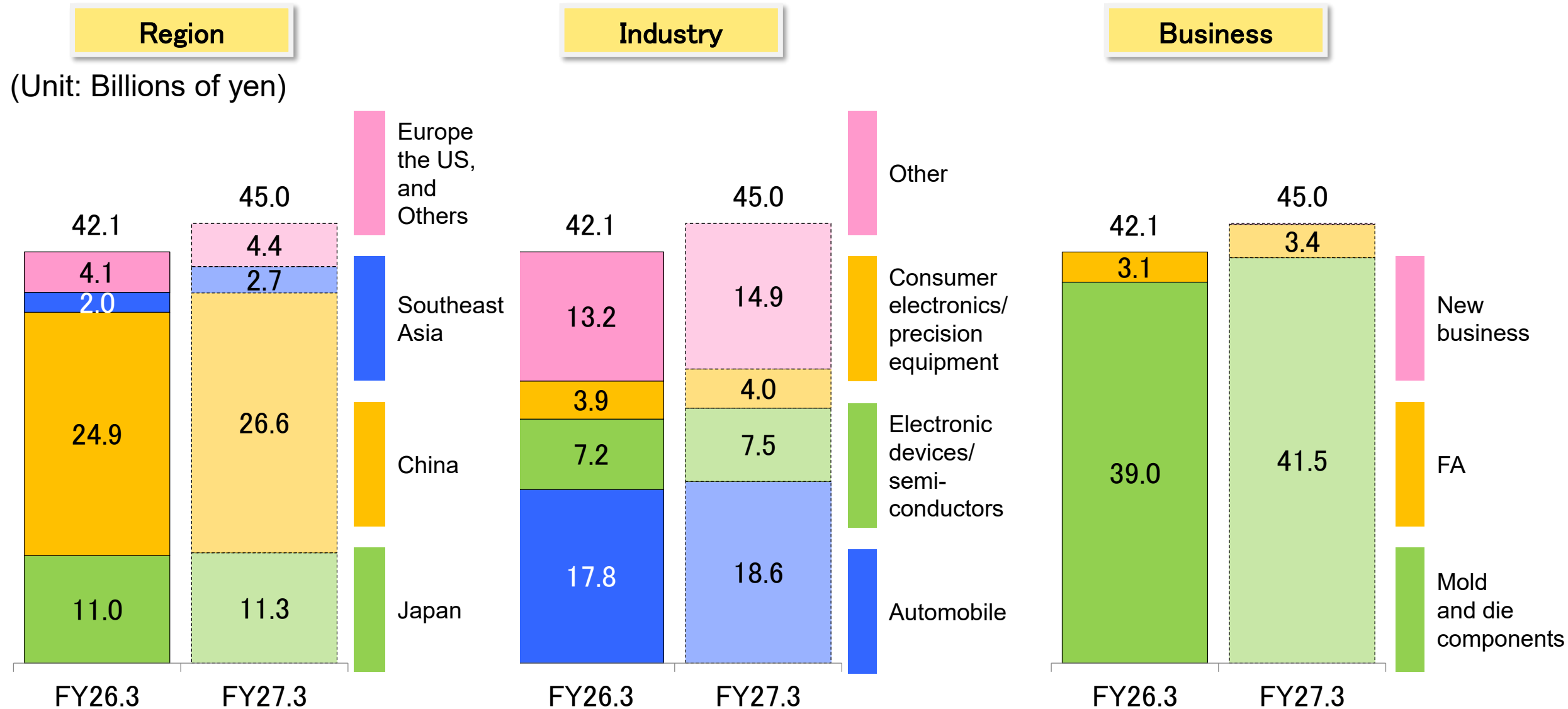


Operating Profit Changes (Earnings Forecast for FY27.3)

(Unit: Millions of yen)



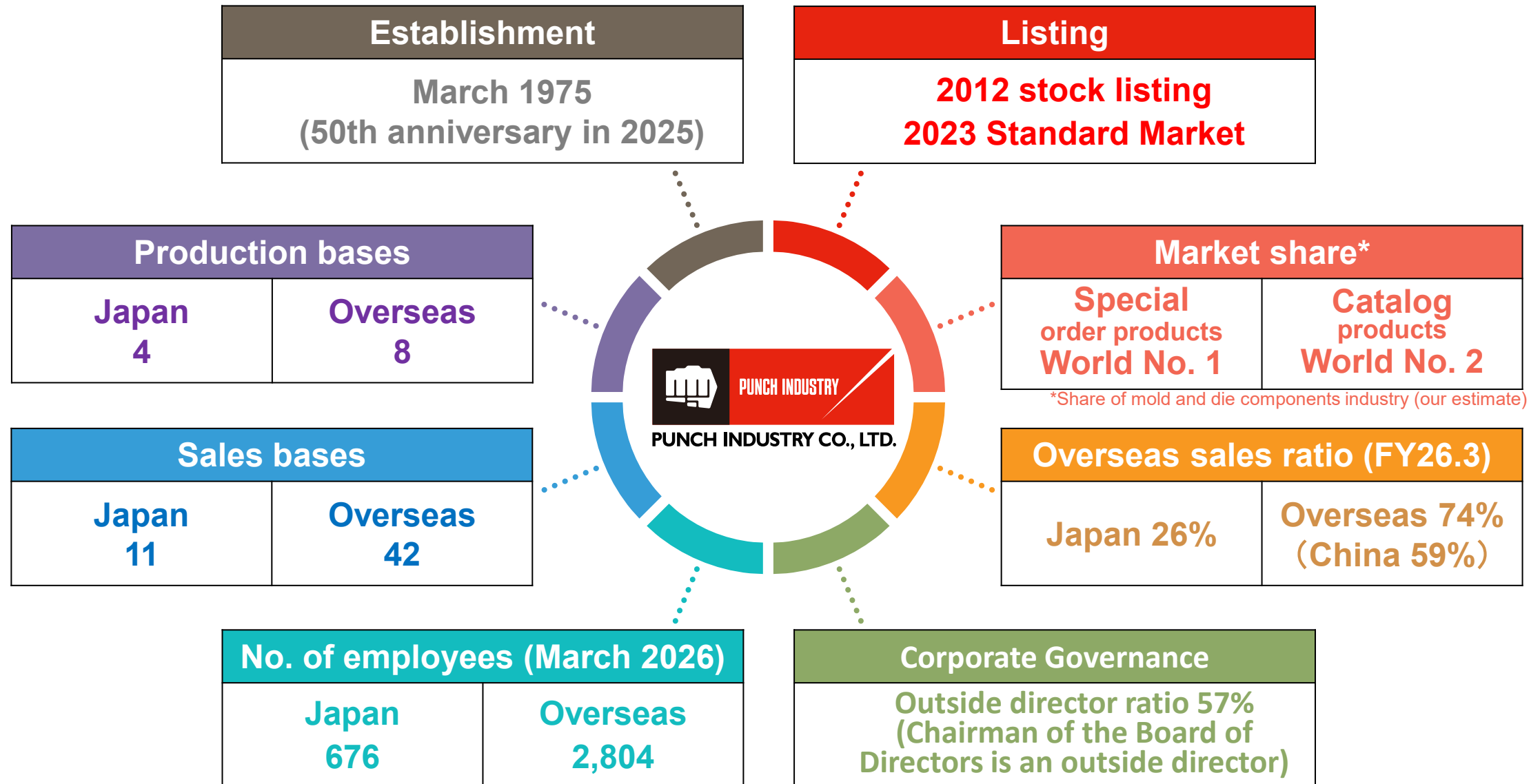
Net Sales by Region, Industry and Business Type



Reference Materials




Punch Group at a Glance



Management Structure

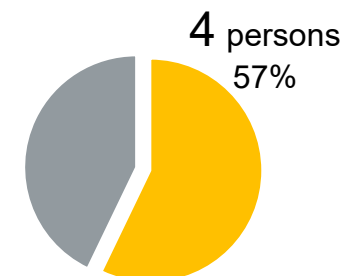
Profile of President and Representative Director

Name and date of birth	Career	
 <p>Tetsuji Morikubo (January 22, 1977)</p>	May 2003	Joined the Company
	Feb. 2005	PUNCH INDUSTRY (DALIAN) Co.Ltd.
	Nov. 2012	General Manager, Value Creation Promotion Office
	Apr. 2013	General Manager, Corporate Planning Office
	Apr. 2015	PUNCH INDUSTRY MALAYSIA SDN. BHD.
	May 2016	Executive Officer
	Jun. 2018	Director, Senior Executive Officer, Corporate Strategy
	Apr. 2019	Chief Strategy Officer Group Business Management
	Jun. 2019	Representative Director (incumbent) Executive Vice President
	Nov. 2019	President and Chief Executive Officer in charge of the Punch Industry Group (incumbent)

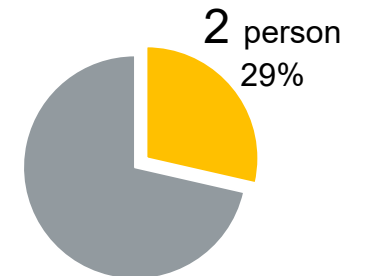
Board of Directors

Directors	Representative Director, President and Chief Executive Officer Chief Executive Officer (CEO)	Tetsuji Morikubo
	Director and Senior Executive Officer Chief Operating Officer (COO)	Akira Takanashi
	Outside Director	Naruhiko Takatsuji
	Outside Director Chairman of the Board	Mariko Osato
Directors (Audit & Supervisory Board Member)	Director (Audit & Supervisory Board Member)	Minoru Kawano
	Outside Director (Audit & Supervisory Board Member)	Tomoo Suzuki
	Outside Director (Audit & Supervisory Board Member)	Chie Tabata

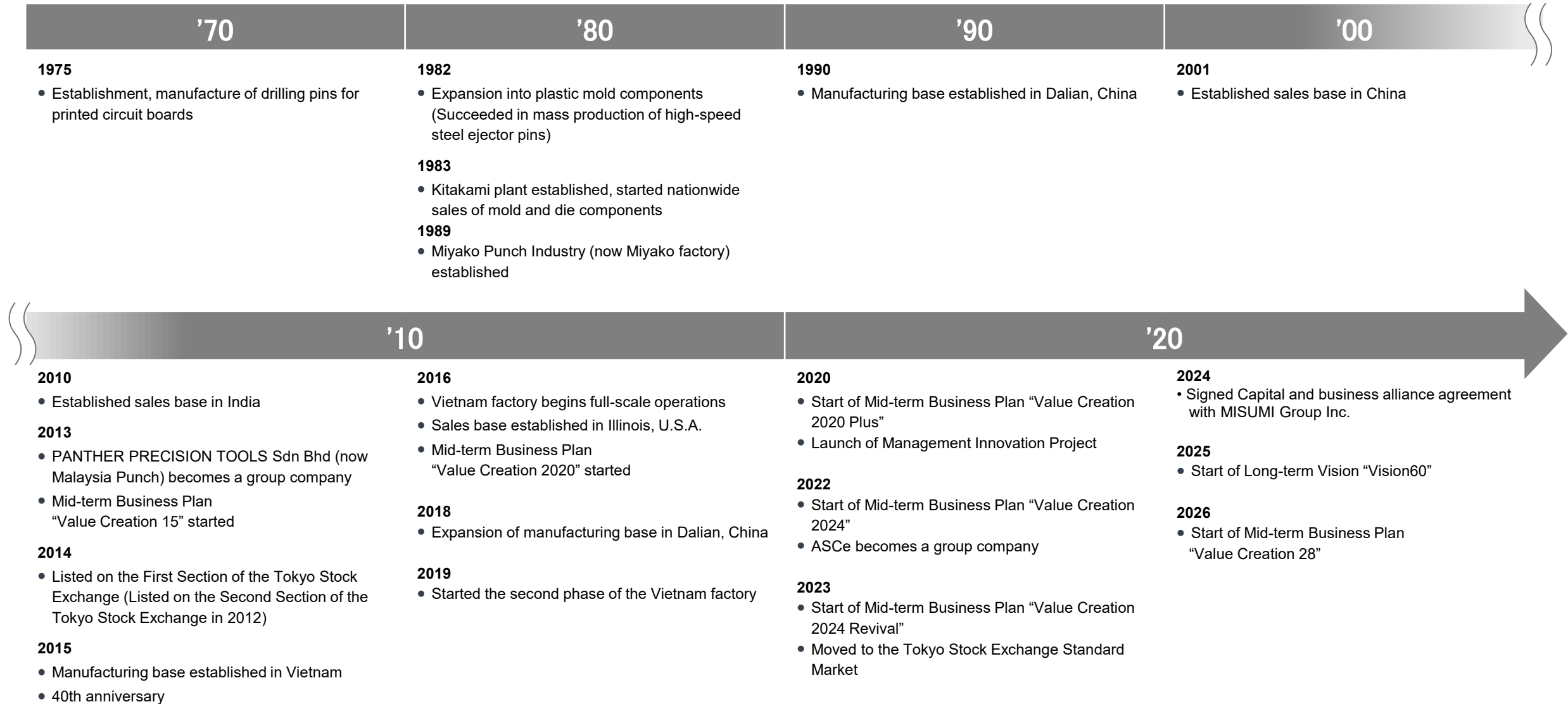
Ratio of Outside Directors



Ratio of Female Directors

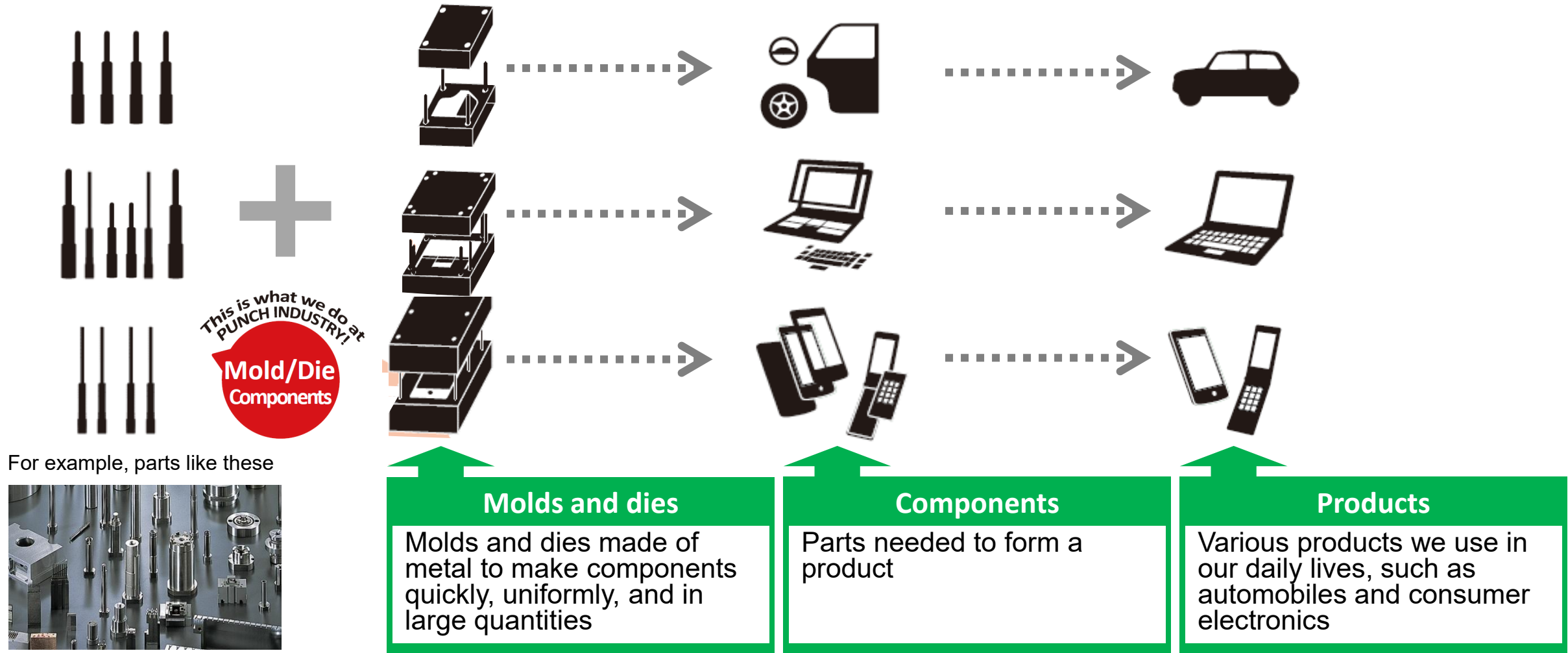


Punch Group History



Description of the Business

Manufacture and sale of a wide variety of precision mold and die components that are indispensable to the molds and dies. The “behind-the-scenes expertise” that enriches our life.



Punch Group's Core Products

Plastic mold components such as injection molding and press die components such as stamping dies, for a wide range of customers spanning upstream to downstream manufacturing

Plastic mold components

Plastic molds are used in the manufacture of many plastic products, including the exteriors of smartphones and digital cameras. Products are made by injecting heated, molten plastic resin into a mold mounted on an injection molding machine, cooling, and solidifying. The Punch Group manufactures and sells the components that make up these molds.



Core product

Ejector pin

This part (extrusion pin) is used to separate the injection-molded product from the mold itself and eject it.



Core product

Core pin

Used to form the product section, the shape of the core pin is transferred. The core pin forms a void in the product section or engraving on the product section.

Press die components

A die is mounted on a press machine (a machine that moves up and down), a metal sheet is placed between the upper and lower dies, and the press machine is operated to produce a product molded by the die. The Punch Group manufactures and sells the components that make up these dies.



Core product

Punch

Typical parts incorporated in press dies, these parts are used to make holes in metal plates and transfer shapes. Our company name comes from this punch.



Core product

Holder guide posts

These parts are used to maintain the correct relationship between the upper and lower molds.



Punch Group Strengths and Network

Extensive lineup of versatile catalog products and special order products
to meet custom needs supporting manufacturing across the world

Strengths of the Punch Group

Providing high customer satisfaction

Japan • China

Special order products Market share: No.1 ※our estimate

Catalog products

Extensive lineup of
highly versatile standard products



Timely,
precise
solutions

**A one-stop
production
system**
with 2,000 units of
equipment and wide-
ranging support

**A customer-
oriented
business
structure**
meticulous,
responsive and
capable

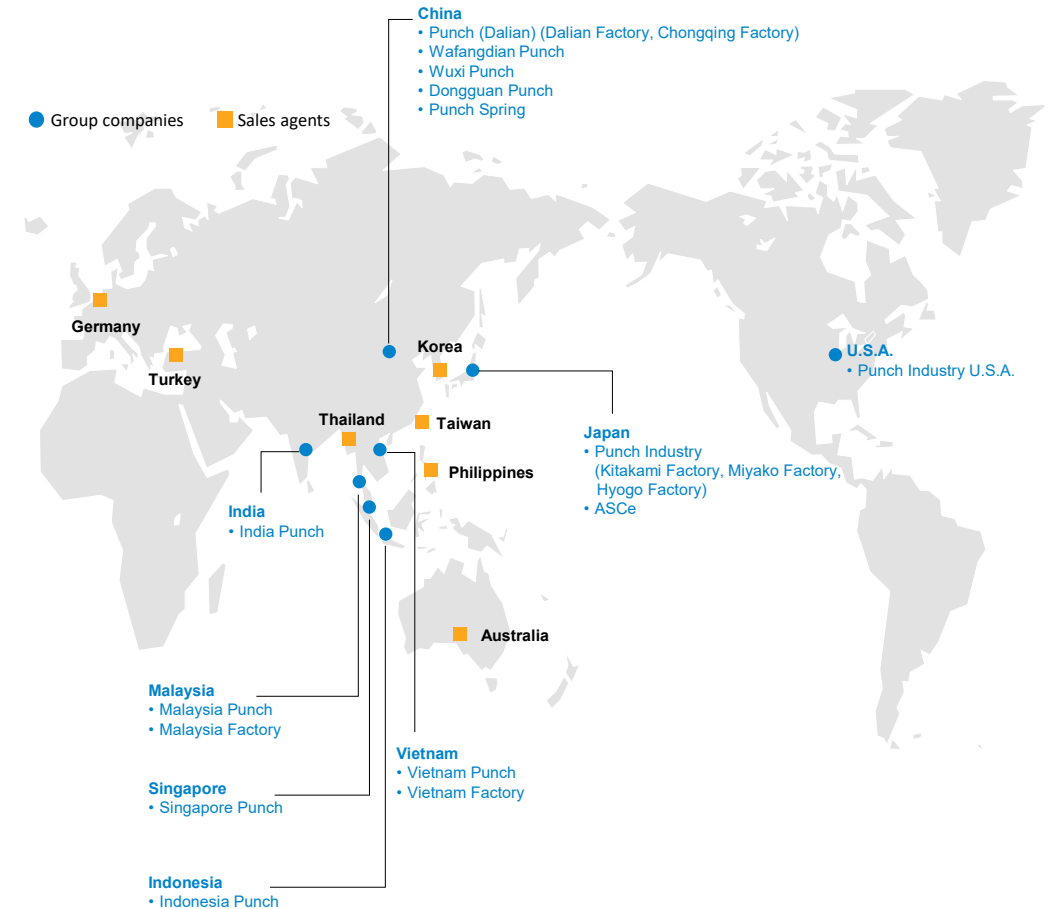
Special order products

Capable of responding
flexibly to custom needs



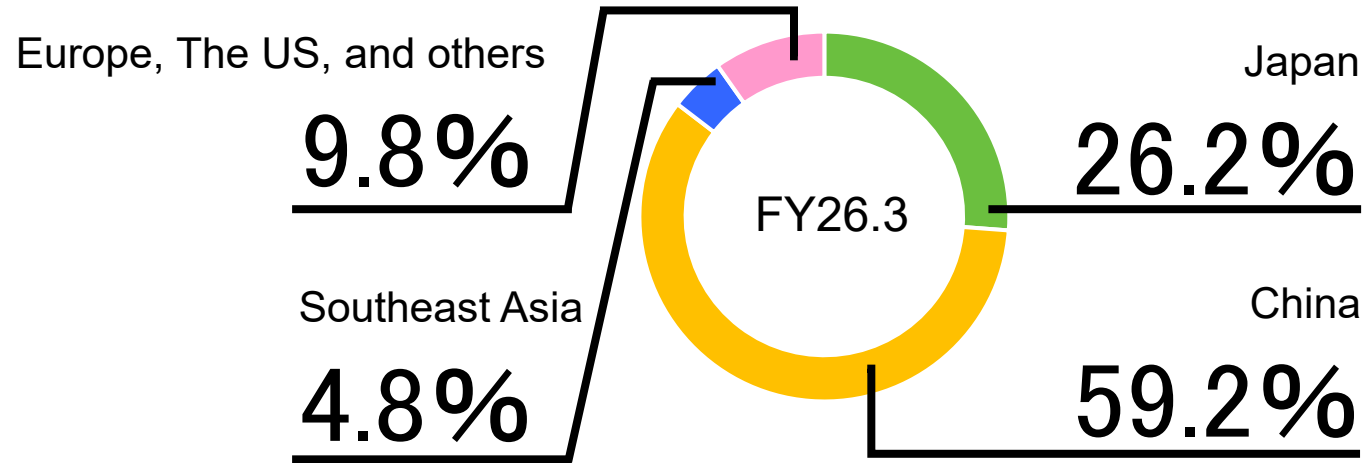
**High technical
capabilities**
Expertise cultivated
since the Company's
founding, and untiring
research and
development

Punch Group Network

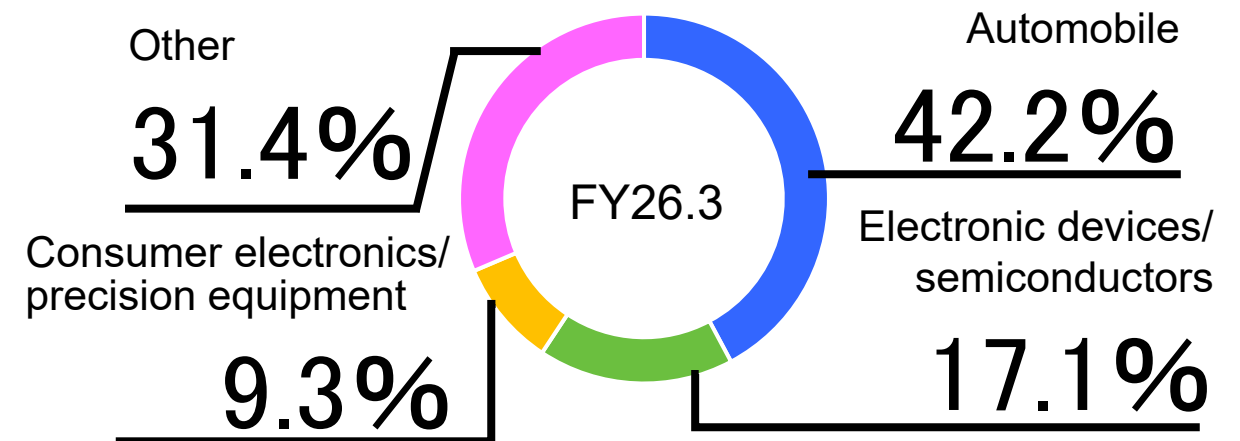


Composition of Sales by Region and by Industry

Composition of Sales by Region



Composition of Sales by Industry



Major Customers by Industry

Main rivals in Japan:

Major general machinery trading companies, local manufacturers of molds and dies, etc.

Main rivals in China: Chinese machinery trading companies, Chinese machinery manufacturers, etc.

Major Customers

Automotive
manufacturers and
Tier 1, 2
Manufacturers of
molds and dies

Major Customers

Electronic device manufacturers
Semiconductor equipment
manufacturers
Manufacturers of molds and dies

Major Customers

Consumer
electronics
manufacturers
Manufacturers of
molds and dies

Major Customers

Stationery manufacturers
Toy manufacturers
Medical manufacturers
Beverage container
manufacturers
Global trading companies
Manufacturers of molds and dies

Image of end users (e.g. Automotive)

Many end users are manufacturers of molds and dies

Automotive manufacturers



Manufacturers of bodies, exteriors, seats, connectors, etc.



Manufacturers of molds and dies

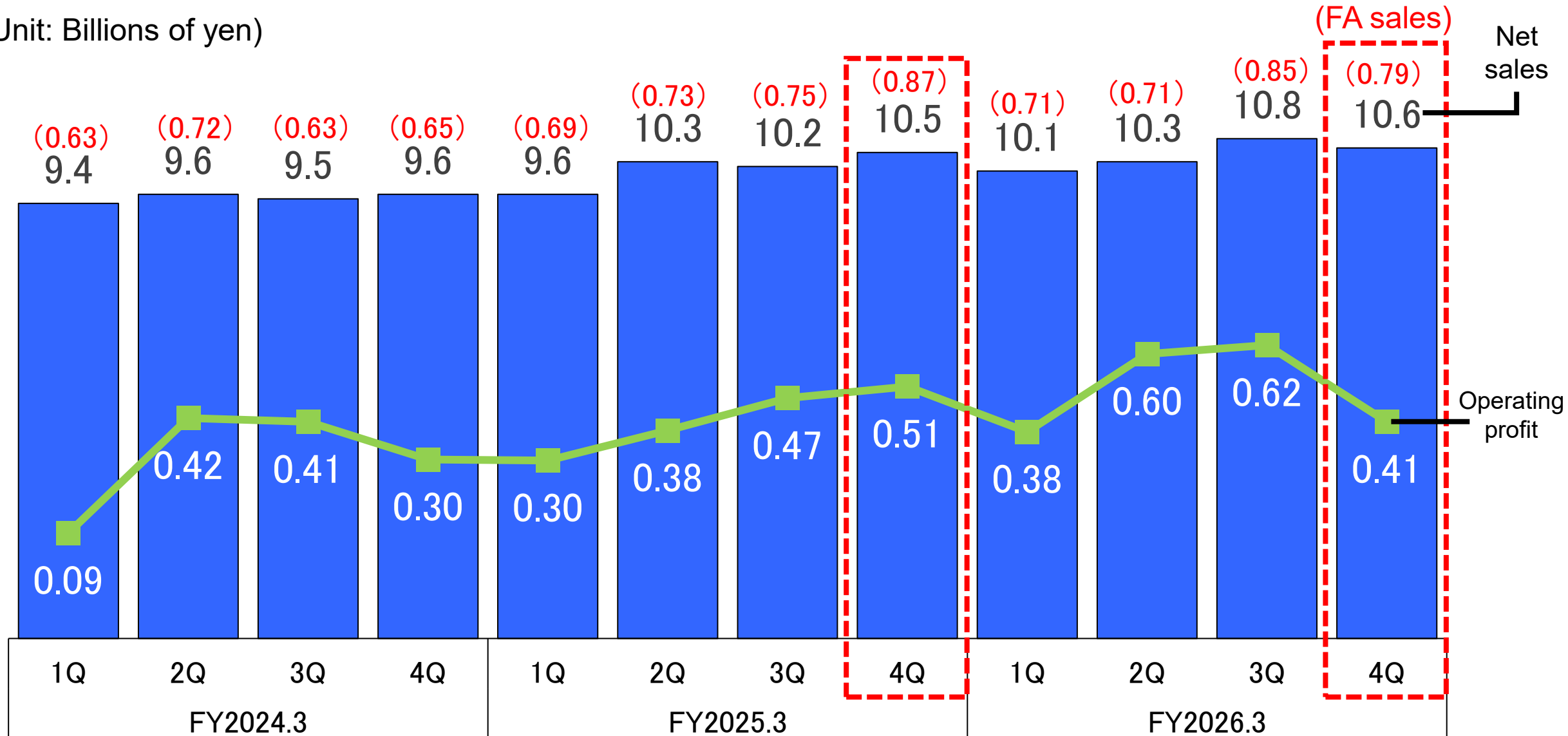


Punch Group



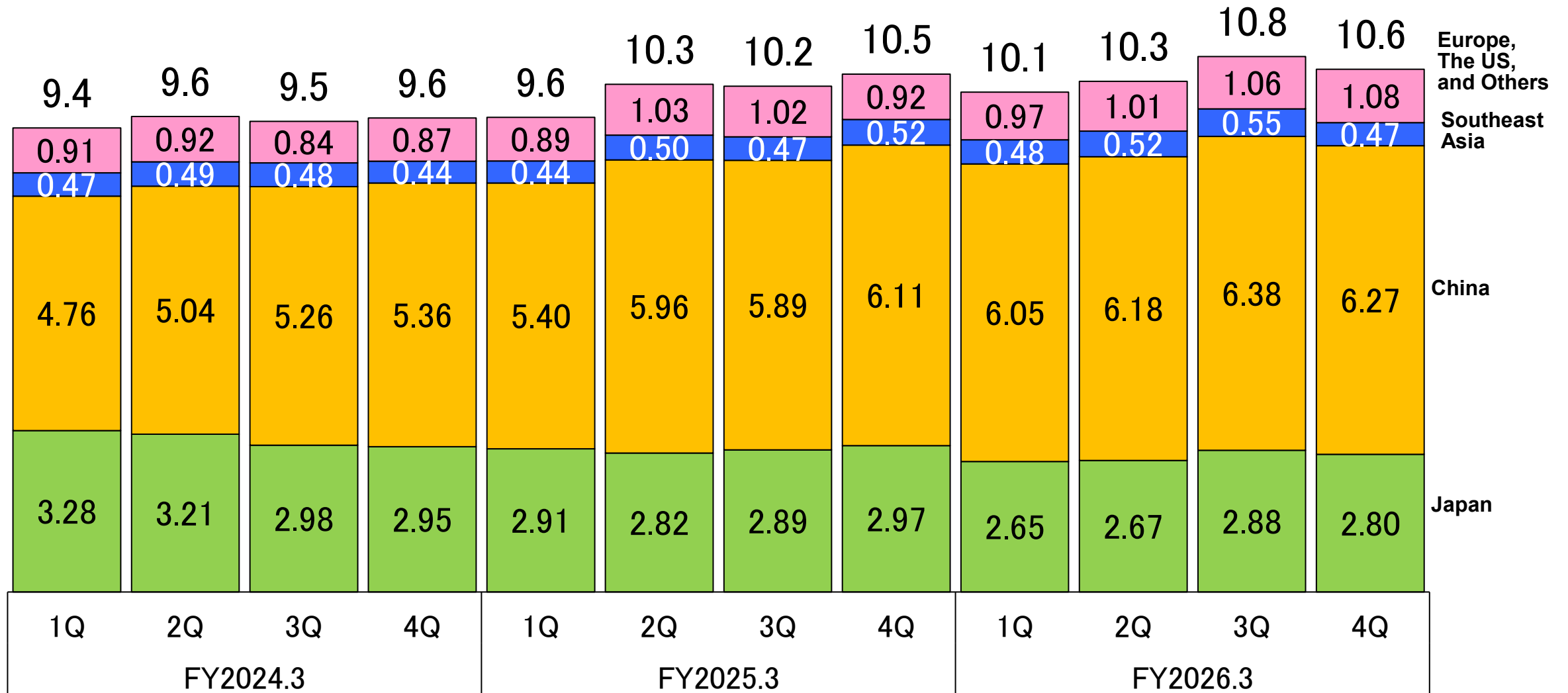
Sales and Operating Profit

(Unit: Billions of yen)



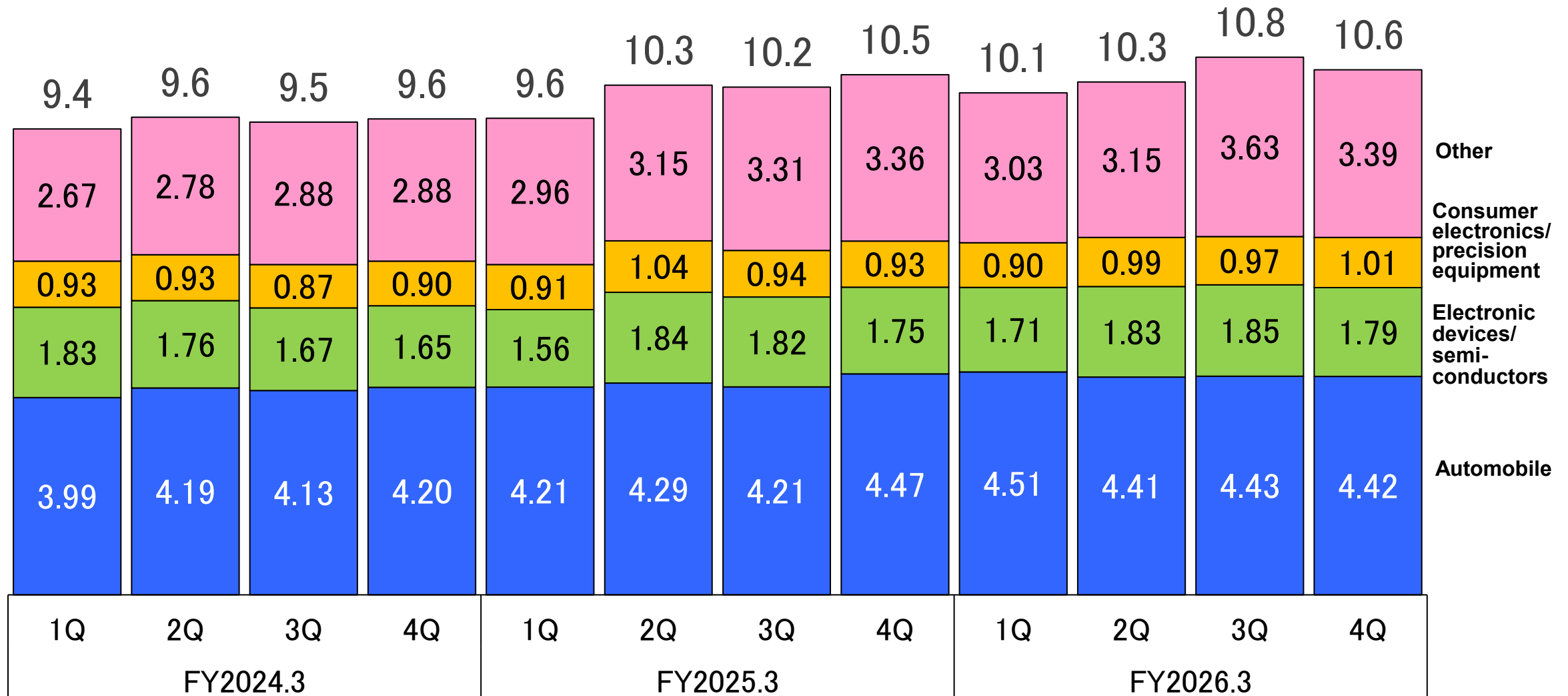
Sales by Region

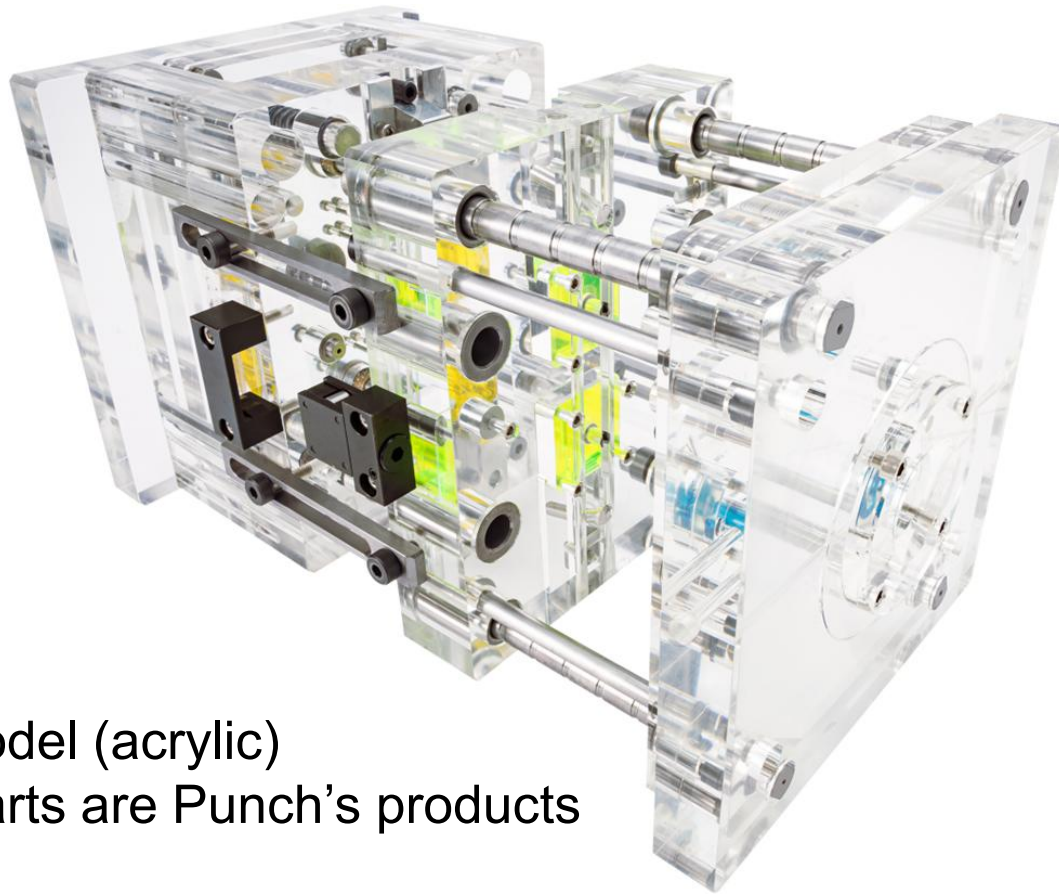
(Unit: Billions of yen)



Sales by Industry

(Unit: Billions of yen)





Mold model (acrylic)
Metal parts are Punch's products

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Disclaimer Regarding Forward-Looking Statements

This report contains forward-looking statements regarding Punch Industry's future plans, strategies, and forecasts. Such statements are not based on historical fact, but are expectations, estimates, and forecasts based on information currently available. These expectations, estimates, and forecasts involve many potential risks and uncertainties, including changes to the economy, exchange rate variations, changes in the competitive environment, the outcome of current or future litigation, or the continued usefulness of capital procurement.

As a result, actual business results may differ materially from these statements. Accordingly, investors are cautioned not to place undue reliance on forward-looking statements. Punch Industry is not obliged to amend these forward-looking statements based on new information or future events.