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Fuji Die Co., Ltd.

TSE Prime (6167)

Financial Results for the Six Months Ended September 30, 2025 - Supplementary Materials

Fuji Die is Behind Every Inspiring Moment

November 27, 2025

INDEX

01

Summary of Business Results for the Six Months ended September 30, 2025

Overall Summary of Six Months Ended September 30, 2025

Consolidated net sales 8,417million yen

(up 1.7% year on year / down 3.5% Compared to Q2 forecast)

Consolidated operating profit 322million yen

(up 10.7% year on year / up 46.5% Compared to Q2 forecast)

- **Net sales increased y/y, yet short of forecast**
- **Operating profits exceeded the y/y and forecast due to increase in net sales, increase in inventories, measure to improve productivity and operational efficiency**

Net sales	Increase factors	■ Solid demand for cold rolling tools and related equipment remained ■ Sales of can manufacturing molds and motor core molds were strong ■ Carbide materials for overseas markets were strong
	Decrease factors	■ Sales of hot rolling mill rolls were sluggish ■ Decreased demand for kneading tools
Profits	Increase factors	■ Increased in net sales ■ Increased in inventories ■ Measures to improve productivity and operational efficiency yielded some results
	Decrease factors	■ surging cost of raw materials ■ Increase in expenses due to expansion of investments in human resources

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Summary of Consolidated Financial Results for the Six Months Ended September 30, 2025

- **Net sales increased y/y, yet short of forecast**
- **Profits at each stage decreased from y/y except for operating profit, yet exceeded forecast**
- **Ordinary profit decreased from y/y due to the impact of foreign exchange losses**

(Million yen)	FYE2025 Q2 results	FYE2026 Q2 results	Year-on-year change rate	FYE2026 Q2 forecast	Compared to Q2 forecast	FYE2026 results forecast	Results forecast progress rate
Net sales	**8,277**	**8,417**	**1.7%**	8,720	**(3.5)%**	17,600	47.6%
Operating profit	**291**	**322**	**10.7%**	220	**46.5%**	600	53.7%
[Operating profit margin]	[3.5%]	[3.8%]	[8.8%]	[2.5%]	[51.8%]	[3.4%]	
Ordinary profit	**394**	**306**	**(22.3)%**	270	**13.5%**	700	43.8%
[Ordinary profit margin]	[4.8%]	[3.6%]	[(23.6)%]	[3.1%]	[17.6%]	[3.9%]	
Profit attributable to owners of parent	**250**	**196**	**(21.5)%**	170	**15.6%**	460	42.7%
[Profit margin]	[3.0%]	[2.3%]	[(22.8)%]	[1.9%]	[19.8%]	[2.6%]	
Basic earnings per share	**12.59 yen**	**9.88 yen**	**(21.5)%**	8.55 yen	**15.6%**	23.12 yen	-
Equity ratio	81.0% (March 31, 2025)	**79.6%**	-				

(Amounts rounded down to the nearest million yen)

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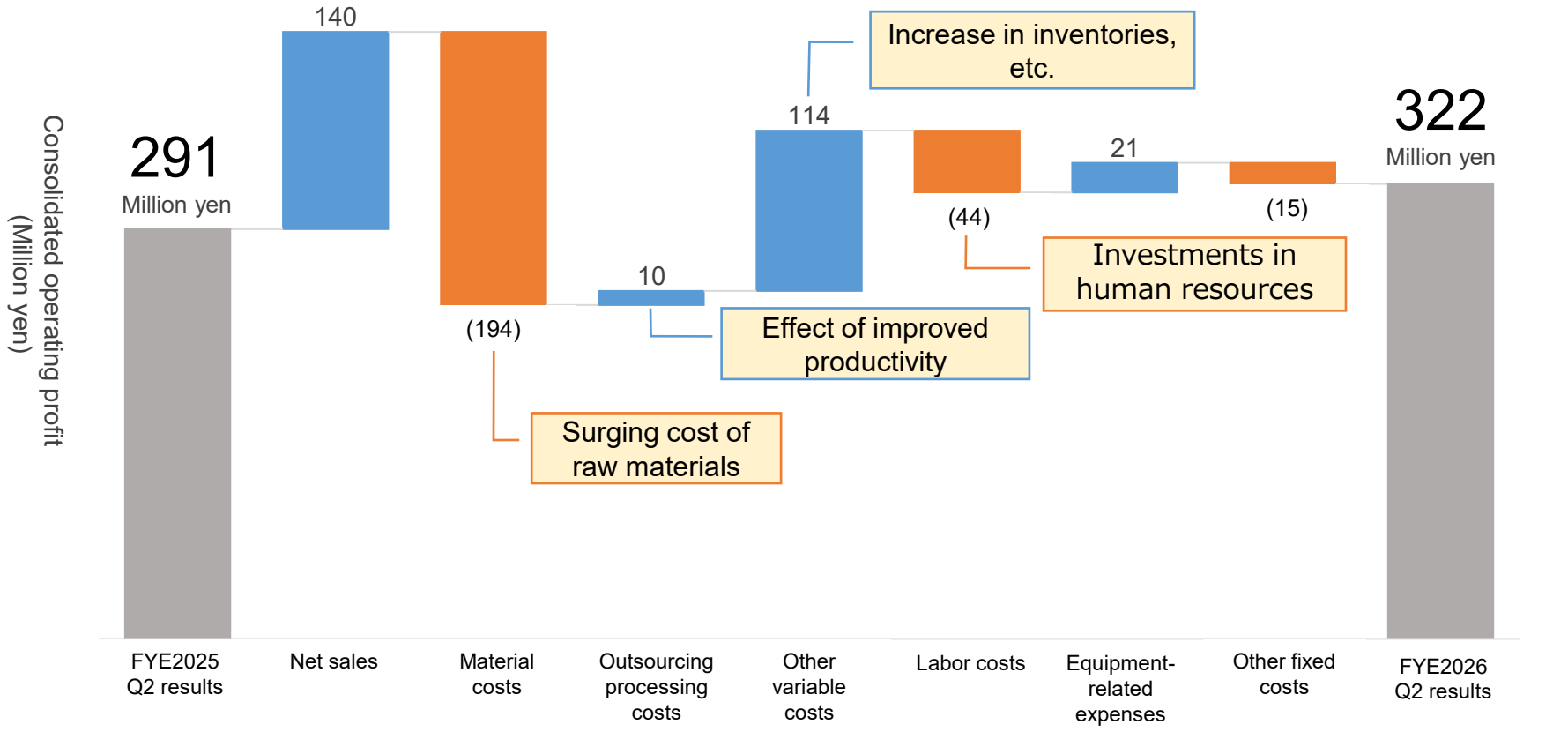
Consolidated Operating Profit for the Six Months Ended September 30, 2025 - Factors of Increase/Decrease (Y-o-Y)

Operating profit	Increased due to increase in net sales, increase in Increase in inventories, measure to improve productivity and operational efficiency



(Million yen / Amounts are rounded down to the nearest million yen)

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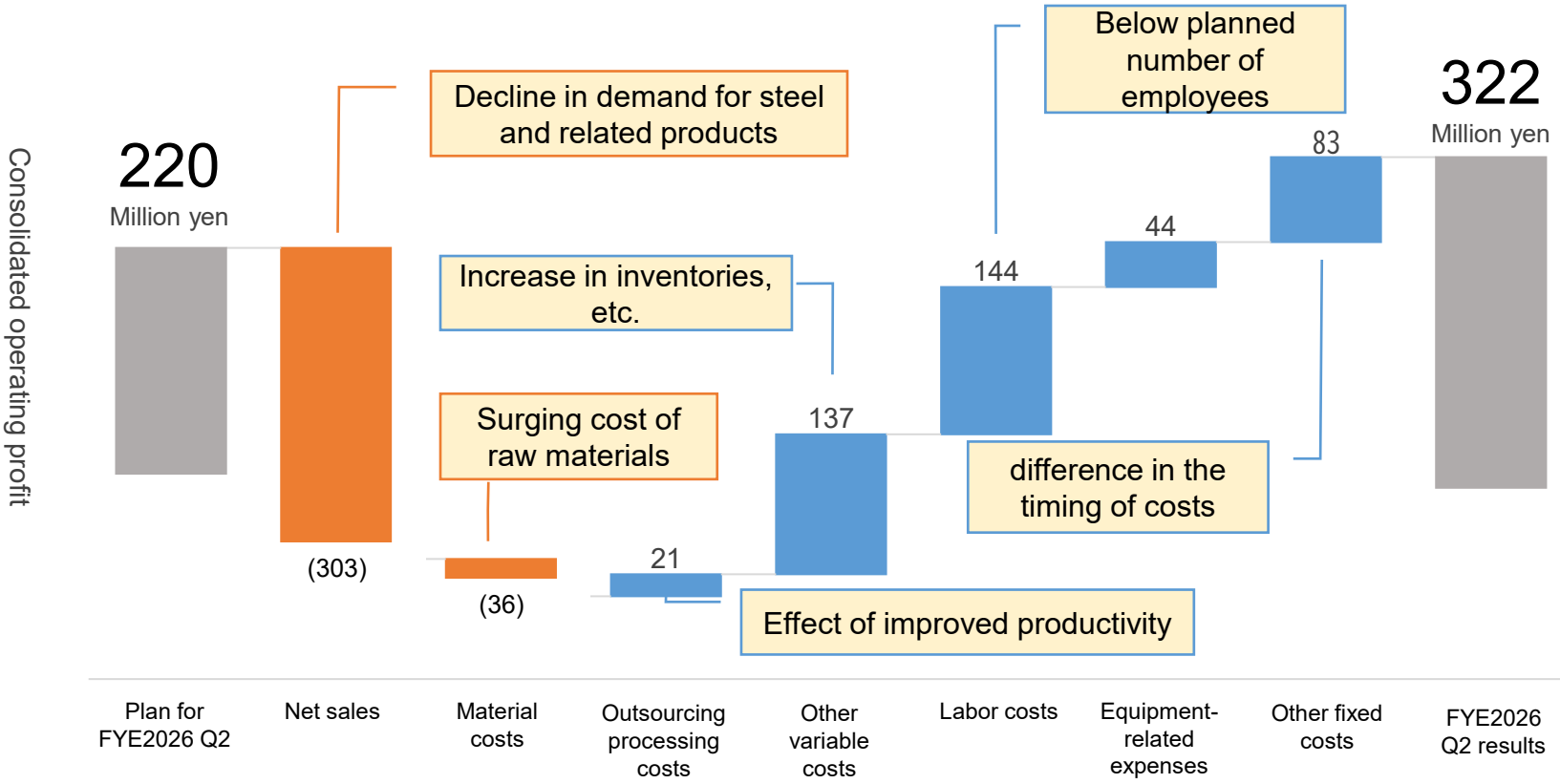
Consolidated Operating Profit for the Six Months Ended September 30, 2025 - Factors of Increase/Decrease (Versus forecast)

Operating profit: 102 million yen versus forecast



(Million yen / Amounts are rounded down to the nearest million yen)

Assumptions for profit forecast for the fiscal year ended March 31, 2026
(1) APT (ammonium paratungstate) price: $375/10 kg (September 2025 actual price : $600/10 kg)
(2) Exchange rate: 145 yen/U.S. dollar

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Financial Status at the End of Q2 of the Fiscal Year Ending March 31, 2026 - Consolidated Balance Sheets and Analysis of Changes

■ **Current assets decreased by 489 million, due to a 1,000 million decrease in securities despite increases of 365 million in cash and deposits, 113 million in raw materials and supplies**

■ **Non-current assets decreased by 39 million, due to a 167 million decrease in buildings and structures despite increases of 43 million in construction in progress, 34 million in deferred tax assets, and 33 million in investment securities**

Financial Status

September 30, 2025 * [ ] is the difference from March 31, 2025

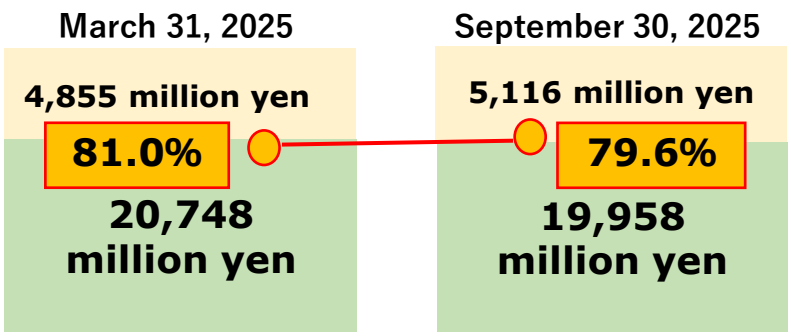
Assets
25,074 million yen
[(529) million yen]

Liabilities
5,116 million yen
[260 million yen]

Net assets
19,958million yen
[(789) million yen]

Million yen	March 31, 2025	September 30, 2025
Current assets	14,909	14,419
Non-current assets	10,694	10,654
Total assets	25,603	25,074
Current liabilities	3,395	3,644
Non-current liabilities	1,460	1,471
Total liabilities	4,855	5,116
Total net assets	20,748	19,958

Liabilities, Net Assets and Equity Ratio



Cash and deposits	7,311 million yen
Raw materials and supplies	1,412 million yen
Buildings and structures, net	4,566 million yen
Machinery, equipment and vehicles, net	2,107 million yen
Short-term borrowings	21 million yen
Long-term borrowings	- million yen
Retirement benefit liability	1,434 million yen
Retained earnings	19,087 million yen
Accumulated other comprehensive income	849 million yen

(Amounts are rounded down to the nearest million yen; equity ratio is rounded to the first decimal place.)

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Six Months Ended September 30, 2025 - Statements of Cash Flows

Operating CF : Profit before income taxes [308 million yen]
Depreciation [513 million yen]
Investing CF : Purchase of property, plant and equipment [317 million yen]
Payments into time deposits [123 million yen]
Proceeds from withdrawal of time deposits [429 million yen]
Financing CF : Dividends paid [792 million yen]

(Million yen)	Results for the six months ended September 30, 2024	Results for the six months ended September 30, 2025	Increase/ decrease
CF from operating activities	**1,057**	**712**	(345)
CF from investing activities	**(464)**	**(44)**	420
Free CF	**592**	**668**	75
CF from financing activities	**(651)**	**(914)**	(263)

(Rounded down to the nearest million yen)

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Financial Results Progress for Fiscal Year Ending March 31, 2026

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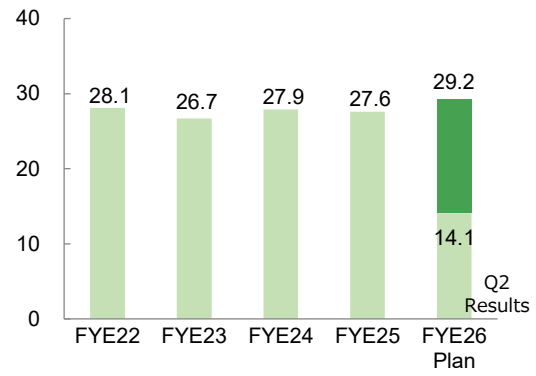
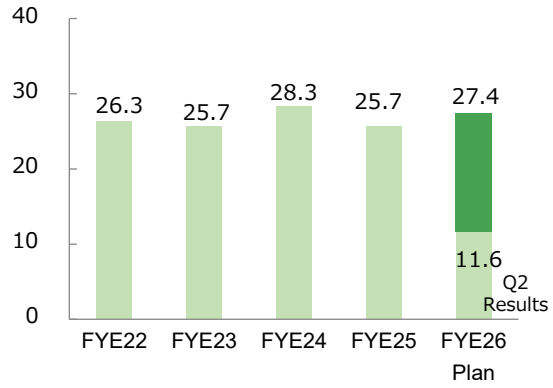
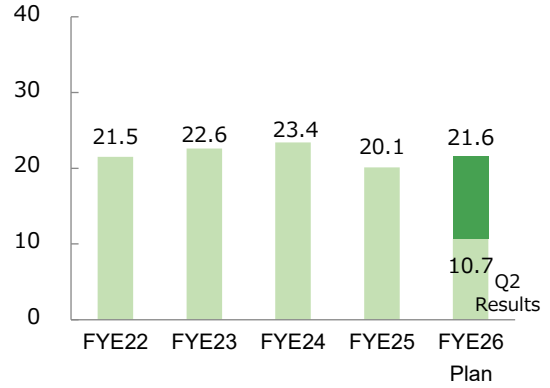
Status by Major Industry Category (Non-consolidated Basis, Net Sales) - Financial Results Progress (Fiscal Year Ending March 31, 2026)

	Transportation machinery	Iron and steel	Non-ferrous & metallic products
Net sales (Hundred million yen)			
Pictures of products	 Forging tools	 Rolling mill rolls	 Can manufacturing tools
Business overview	• In Q2 of FYE Mar. 2026 development projects for next generation vehicles contributed to sales. However, it was sluggish, affected by production adjustments of the automotive parts manufacturers. (Achievement rate: 48%) • From Q3 of FYE Mar. 2026 onward, demand is expected to increase due to the recovery in automobile production.	• In Q2 of FYE Mar. 2026, sales of hot rolling mill rolls for overseas market declined due to a rebound effect from the previous fiscal year, while domestic demand remained sluggish due to reduced production of automobiles and construction machinery. (Achievement rate: 42%) • From Q3 of FYE Mar. 2026 onward, sales for iron and steel for overseas markets are expected, but domestic recovery is not anticipated, leading to sluggish. Second half expected to remain flat, same as first half.	• In Q2 of FYE Mar. 2026, Can manufacturing tools remained solid both domestically and internationally. Grooving plugs were strong due to increased air conditioner production. (Achievement rate: 49%) • From Q3 of FYE Mar. 2026 onward, inventory of grooving rolls is expected to be reduced to normal levels, and demand for aluminum-proof products is expected to increase.

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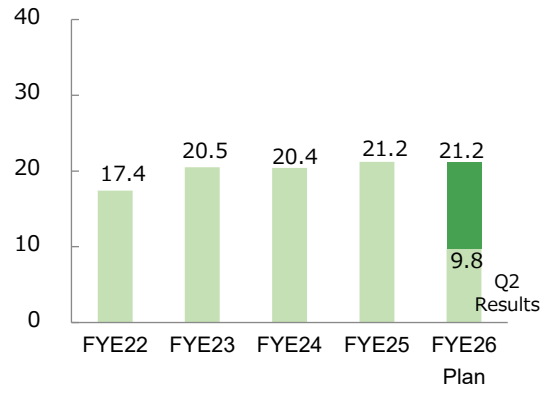
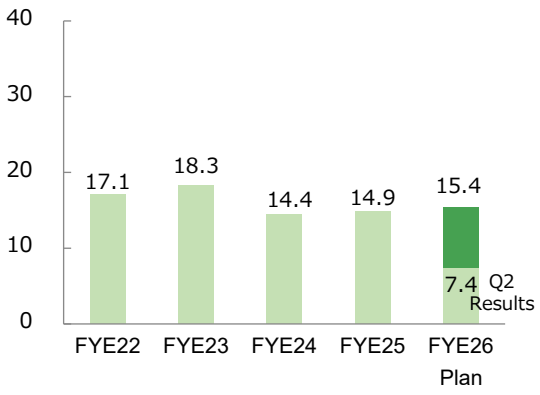
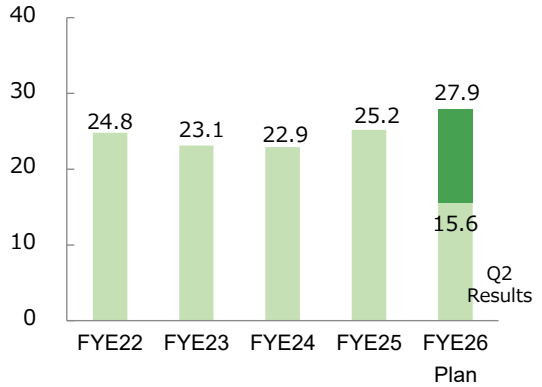
Status by Major Industry Category (Non-consolidated Basis, Net Sales) - Financial Results Progress (Fiscal Year Ending March 31, 2026)

	Production and commercial machinery	Electrical & electronic components	Materials for mold parts and tools
Net sales (Hundred million yen)			
Pictures of products	 Mold parts for optical elements	 Mold parts for battery	 Materials for mold parts and tools
Business overview	• Sales of components for semiconductor production equipment remained strong in Q2 of FYE Mar. 2026. (Achievement rate: 46%) • From Q3 of FYE Mar. 2026, components for semiconductor manufacturing equipment are expected to remain sluggish, while demand for optical elements is projected to remain firm, supported by continued inquiries for new imaging-related products.	• In Q2 of FYE Mar. 2026, products for semiconductor encapsulants were sluggish, but demand for products for automotive batteries increased. (Achievement rate: 48%) • From Q3 of FYE Mar. 2026 onward, demand for semiconductor encapsulation products is expected to remain sluggish, but demand for automotive batteries is projected to remain firm.	• In Q2 of FYE Mar. 2026, EV-related sales remained flat, but overseas sales of super-hard materials were strong. (Achievement rate: 56%) • From 3Q of FYE Mar. 2026 onward, sales of carbide materials for overseas markets are expected to expand due mainly to exploring and cultivating Chinese market, using our Dongguan base as a foothold.

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Financial Results Outlook for the Fiscal Year Ending March 31, 2026

- **Net sales is expected to increase due to expanded sales in China leveraging the new Dongguan office serving as a foothold, continued strong demand for materials for mold parts and tools, and anticipated growth in demand for transportation machinery**
- **Operating profit is expected to reach 600 million yen (up 22.9% year on year), driven by improved profitability through price revisions, despite increases in personnel expenses and raw material costs**

Operating profit 600 million yen (Up 22.9% year on year)

(Million yen)	FYE2025 results	FYE2026 Q2 results	FYE2026 results forecast	Change year on year at end of period	% change year on year at end of period
Net sales	**16,595**	**8,417**	**17,670**	**1,075**	**6.5%**
Operating profit	**488**	**322**	**600**	**112**	**22.9%**
[Operating profit margin]	**[2.9%]**	**[3.8%]**	**[3.3%]**	**[0.4]**	
Ordinary profit	**603**	**306**	**700**	**97**	**16.1%**
[Ordinary profit margin]	**[3.6%]**	**[3.6%]**	**[3.9%]**	**[0.3]**	
Profit attributable to owners of parent	**426**	**196**	**460**	**34**	**8.0%**
Basic earnings per share	**21.42 yen**	**9.88 yen**	**23.12 yen**	**1.70 yen**	-
Dividend per share	**40.0 yen**	-	**40.0 yen**	**0.0 yen**	-
DOE	**3.8%**	-	**4.0%**	**0.1%**	-

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03

Progress of Priority Measures for Fiscal Year Ending March 31, 2026 and Initiatives for the Third Quarter Onward

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Medium-Term Management Plan 2026 (FYE2025-FYE2027) Priority Measure

Concept : Transforming the company structure to adapt business resilience

(1) Strengthen the management foundation

Raise organizational capability and expedite business judgement based on sustainability management and DX

(2) Increasing productivity and improving business efficiency

Promote business efficiency improvement by automation, labor-saving, and DX in each department

(3) Leaping forward in overseas business

Aim to increase overseas sales through both overseas subsidiaries and direct exports from Japan
In addition to expanding market share in Asia, promote the development of markets in North America/India

(4) Contributing to a zero carbon / recycling-based society

Active development and launch of products contributing to the formation of a zero carbon / recycling-based society

(5) Development of new business

Aim toward reaching the status of a 100-year company, establish specialized organization for new business, and accelerate the commercialization of new business seeds

Existing business domains	New business domains

Increase sales

Improve profit margin

Direction where domestic business will serve as a foundation for growth (stable growth), overseas business will be a growth driver, and new businesses will be realized for building a foundation for future growth

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Progress of Priority Measures and Initiatives for the Third Quarter Onward
(1) Strengthen the Management Foundation

Progress

Following a review of the Group's corporate philosophy, we formulated a new vision on July 1, 2025, aiming toward reaching the status of a 100-year company

From a carbide wear-resistant tool manufacturer

to **a company that provides more "Inspiring Moments" to society**

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Corporate Philosophy

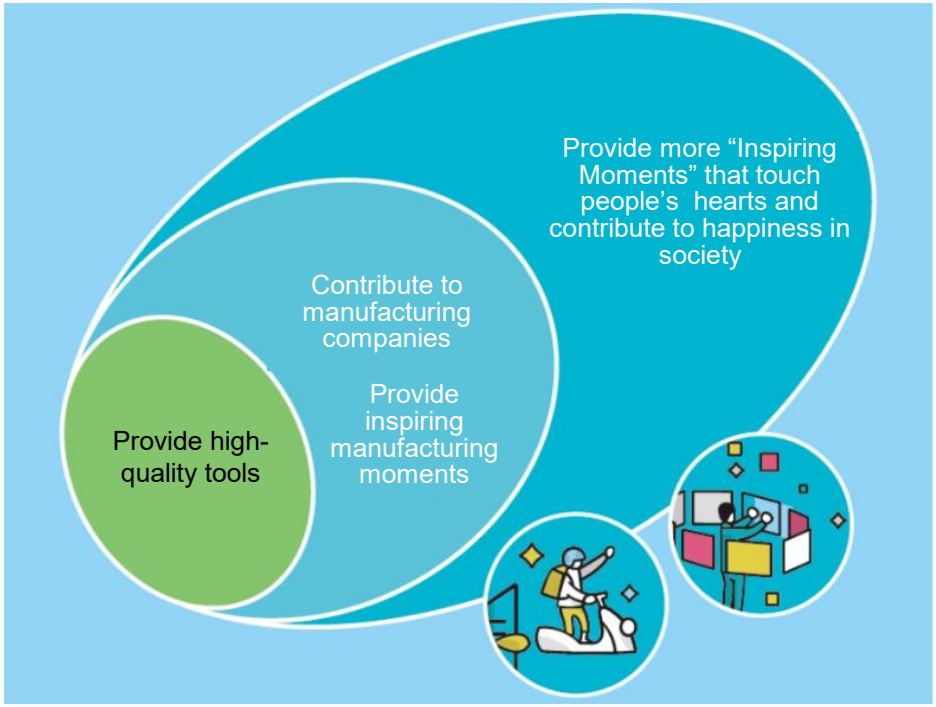
Respect the happiness of every employee, and contribute broadly to society through our business

Vision

Providing Inspiring Moments through people, materials, and technology

Code of Conduct

Integrity	Thoroughly considering others' point of view
Curiosity	Thinking outside the box to adopt a unique perspective
Speed	Keep acting quickly
Challenge	Small individuals' endeavors bring major changes
Togetherness	Holding grateful mind and promoting stronger teamwork



Initiatives

Promote improvements in business efficiency by visualizing sales activities using DX and introducing a workflow system

Progress of Priority Measures and Initiatives for the Third Quarter Onward
(2) Increasing Productivity and Improving Business Efficiency

Progress

[Automation] Initiated all planned automation investment projects for this fiscal year (160 million yen)

Kumamoto Manufacturing Plant

- Full-scale operation of automatic nesting with CAD and CAM to optimize parts placement began in July
  Improvement in utilization efficiency of raw materials
- Conducted a test introduction of automated robots into lapping work in August and began full-scale operation in November Promotion of labor-saving

Hadano Plant

- Introduced automated brazing machines in the plug production process and plan to begin full-scale operation in December Stabilization of quality and improvement in productivity

Okayama Manufacturing Plant

- Introduced automated floor-cleaning robots in May and plan to roll out to other bases from Q3 onward
  Reduction of indirect operation time and promotion of labor-saving

[Improving Productivity and Business Efficiency]

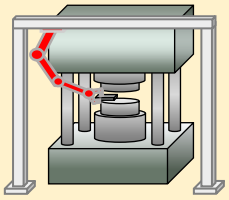
Doubled the production volume of binderless alloys with increasing demand in a short period by reviewing production processes and sintering conditions, improving jig and tools, and other measures

Initiatives

Promote labor-saving through further automation

Koriyama Manufacturing Plant

- Add a robotic arm to the powder compacting press machine in the metallurgical process (plan to introduce and begin test operation in December)
  Automate the filling of carbon cases for sintering

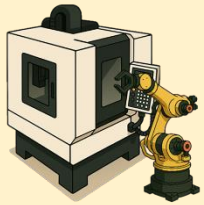


Kumamoto Manufacturing Plant

- Add industrial robots to the forming machine in the metallurgical process (plan to introduce in December)

Hadano Plant

- Introduce automated robots into grinding operations (plan to introduce in January 2026)



Forming machine Industrial robot

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Progress of Priority Measures and Initiatives for the Third Quarter Onward
(4) Contributing to a Zero Carbon / Recycling-Based Society

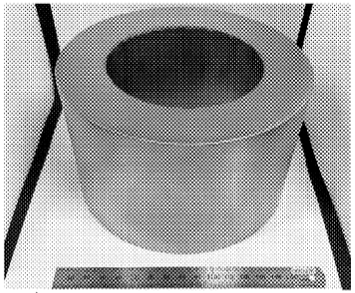
Launch of the new alloy STN30

- Developed new alloy STN30, which provides a specific gravity comparable to steel and wear resistance equivalent to cemented carbide and four times higher than that of steel, while significantly reducing the use of rare metals vulnerable to geopolitical risks
- While ST60 was developed and launched in March 2023, STN30 features a fundamentally redesigned material composition to enhance wear resistance

Market launch phase

Start development → Full-scale sales

耐摩耗性、鋼の4倍
冨士ダイス、新合金開発



開発した新合金「サステロイ STN30」

冨士ダイスは汎用超硬合金と同等で鋼の4倍の耐摩耗性を持つ新合金を開発した。ニオブ炭化物を主成分とし、金属部分の摩耗を極力抑制する材料設計と、通常焼結技術を用いた結合剤の最適制御により、混練工具対応と粉砕工具対応の両条件下で優れた耐摩耗性を実現した。回転工具や混練工具など向けに売り込み、2025年度に1000万円の売り上げを目指す。

開発した新合金「サステロイ STN30」を10月から発売し、試作受け付けを始めた。汎用的な超硬合金に比べて耐食性を高めた。10%濃度の塩酸の場合、多少の腐食は見られたが、同濃度の水酸化ナトリウムと3%濃度の塩化ナトリウムの場合はほぼ腐食がないことを自社試験で示した。また、超硬合金の約5分の3と鋼程度の比重のため、回転工具に使うと、装置への負荷軽減による電力削減などが見込める。研削加工性は汎用の超硬合金と同等で、放電加工もできる。

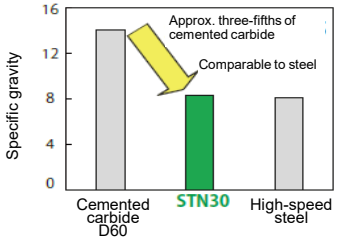
冨士ダイスは地政学リスクに影響されない安定供給を目指し、産出地が偏在するレアメタル（希少金属）の使用を抑えた合金開発を進めている。23年に超硬合金の主原料であるタングステンとコバルトの含有量を約9割削減した合金「サステロイ ST60」を開発、発売。レアメタルを約9割削減という特長を生かしながら、今回、材料設計の見直しなどにより、局部的な摩耗にも耐えられるようにした。

29日にポートメッセなごや（名古屋市港区）で開幕する「名古屋 オートモーティブワールド」に出展し、新合金サステロイ STN30を初展示する。

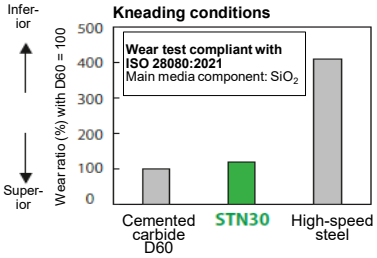
[Nikkan Kogyo Shimbun, October 27, 2025]

Merits of new alloy STN30

1. Lightweight

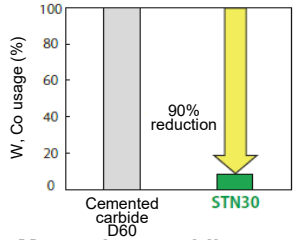


2. High wear resistance



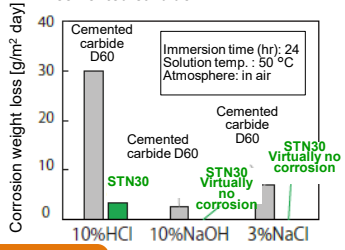
3. Resource saving

Reduce tungsten and cobalt usage by 90%



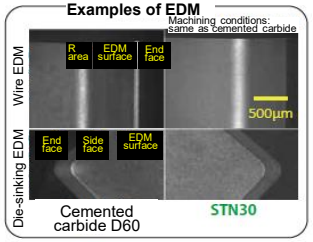
4. High corrosion resistance

More corrosion-resistant than general cemented carbide



5. Excellent machinability

Comparable griding machinability to cemented carbide, and compatible with EDM



6. Magnetism enabling magnetic separation

Application examples

Although lightweight, it achieves wear resistance equivalent to that of cemented carbide. It is expected to be used in fields where wear resistance is required but the heavy weight of cemented carbide makes its use difficult (such as in rotating tools and kneading tools).

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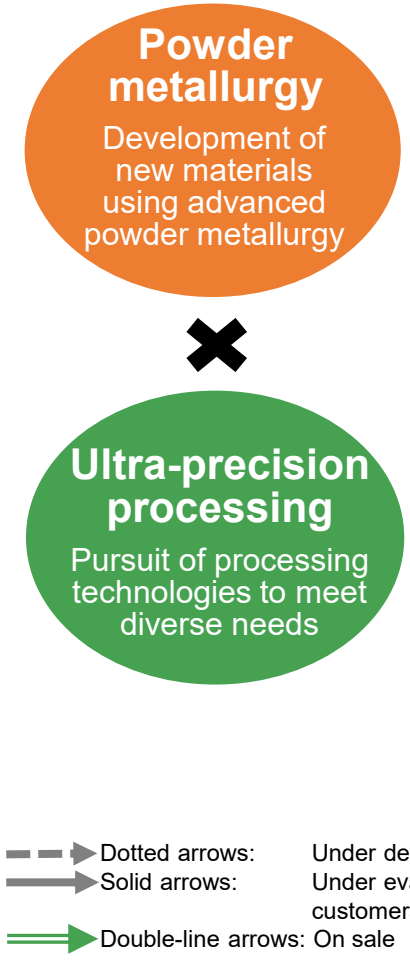
Progress of Priority Measures and Initiatives for the Third Quarter Onward (4) Contributing to a Zero Carbon/Recycling-Based Society

Initiatives

Product Development for Growth Fields

Developed and launched products for growth fields by leveraging our core technologies: powder metallurgy and ultra-precision processing

Field	Overview	State of progress	Sales period (planned) FYE2025 / FYE2026 / FYE2027
Next-generation energy	(1) Catalyst and electrode (PME) for hydrogen generation (2) Catalyst and electrode (PME) for rechargeable metal-air batteries	(1) Under evaluation by customers (2) Under consideration for mass production	
Next-generation optical communications	Molds for optical communication connectors	Under evaluation by customers	
Next-generation vehicles	(1) Molds for lenses with high thermal expansion (TR alloy) added to lineup (2) Cemented carbide compatible with electrical discharge machining (VG51) (3) Cemented carbide for amorphous alloy	(1) Under development of new materials (2) On sale (3) Under development of new materials	
Saving resources	(1) Tungsten- and cobalt-saving alloy (2) New manufacturing process for cemented carbide	(1) Add to lineup Under evaluation by customers (Patent acquired) (2) Under development	



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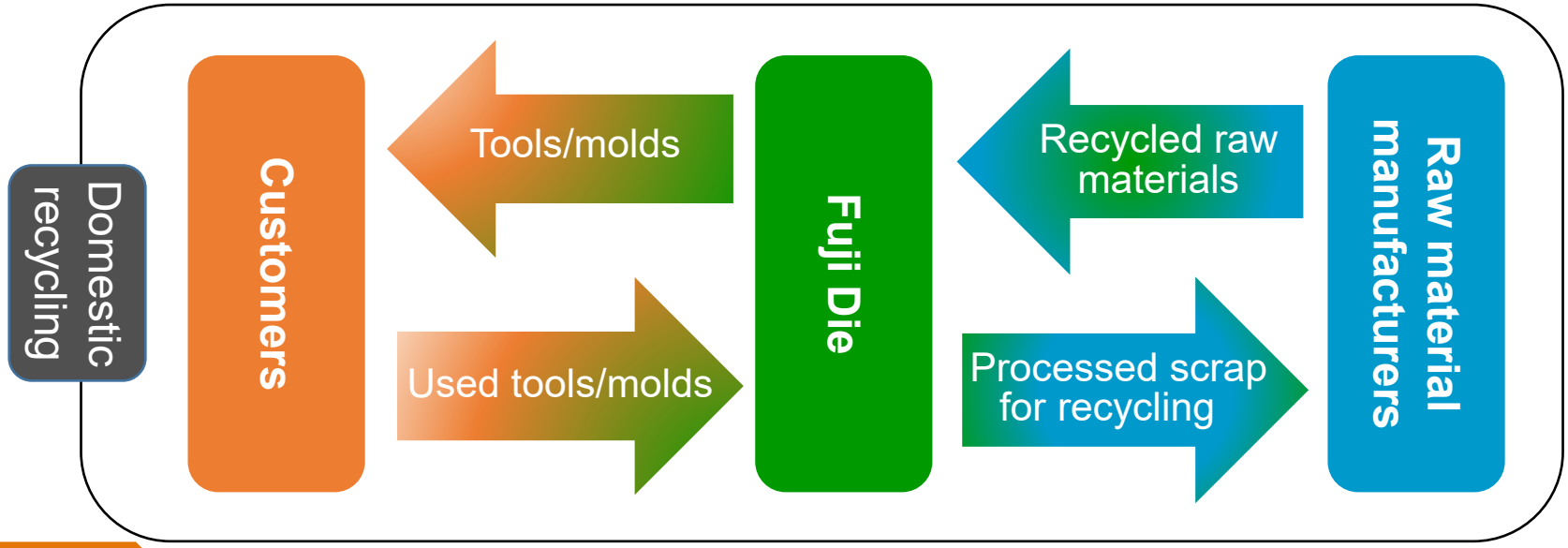
Progress of Priority Measures and Initiatives for the Third Quarter Onward (5) Development of New Business

Recycle of carbide wear-resistant tools and molds

- Completed all necessary application procedures for scrap collection, designated model areas, and commenced trial collection starting in October
  After establishing the business model, we plan to expand into additional target regions
- Aim to establish a domestic closed-loop recycling system for carbide wear-resistant tools and molds by leveraging our customer network
- Reduce raw material procurement risks by effectively utilizing limited rare metals



Initiatives

- To accelerate the launch of new businesses, M&A and business alliances are under consideration

04

Initiatives of Leaping Forward in Overseas Business

FUJILLOY

Leaping Forward in Overseas Business
Progress in Each Region and Initiatives for the Third Quarter Onward

FUJI DIE TRADING (SHANGHAI) : sales office

China

Progress

Expanded sales of optical equipment-related products to local companies, contributing to sales
Strong sales of materials for semiconductors

Initiatives

Strengthen expansion of sales to NEV-related manufacturers by further increasing name recognition through measures such as exhibiting at trade shows in Shenzhen

North America

Progress

Continued market research to capture new markets with the aim of expanding sales

Initiatives

Move away from in-house-only approach and consider new business models

India

Progress

Launched the business restart project
Strengthened market research and sales expansion activities in local market

Initiatives

Scheduled to exhibit at a trade show in January 2026
Aim to restart business during 2026

FUJILLOY (THAILAND) : production site/sales office

FUJILLOY INDONESIA: production site/sales office

FUJILLOY MALAYSIA: sales office

ASEAN

Progress

Thailand and Indonesia: Amid weak sales of our core-product, transportation equipment, we strengthened the expansion of product lines outside the transportation-equipment category
Malaysia: Experienced weak sales of semiconductor-related products

Initiatives

Expand sales to other industries and companies other than Japanese-owned ones
Thailand: Exhibited at a trade show in November
Indonesia: Scheduled to exhibit at a trade show in December

Target overseas sales ratio for FYE Mar. 2027: 25% or more

Actual overseas sales ratio for Q2 of FYE Mar. 2026: 21.7%

(Up 2.2 points from 19.5% in FYE Mar. 2025)

FUJILLOY

Increasing Name Recognition, Capturing New Customers, and Expanding Sales in ASEAN

Exhibited at trade shows to increase name recognition and capture new customers in Thailand and Indonesia, where we have local subsidiaries, and in India, where we aim to restart business

FUJILLOY（THAILAND）

- **Exhibited at the METALEX 2025 held in Bangkok from November 19 to 22**



[The Company's booth at the METALEX 2025]

FUJILLOY INDONESIA

- **Exhibited at the Manufacturing Surabaya 2025 held in Surabaya from July 16 to 19**
- **Scheduled to exhibit at the Manufacturing Indonesia 2025 to be held in Jakarta from December 3 to 6**

India

- **Scheduled to exhibit at the IMTEX FORMING 2026 – International Forming Technology Exhibition – to be held in Bengaluru from January 21 to 25, 2026**

FUJILLOY

Increasing Name Recognition, Capturing New Customers, and Expanding Sales in China

Exhibited at trade shows to increase name recognition and capture new customers in Dongguan, Shanghai, where our local subsidiary, FUJI DIE TRADING (SHANGHAI) CO., LTD., is based

- **Exhibited at the 24th Die & Mould China 2025 held in Shanghai from June 4 to 7**
- **Participated in the 26th China International Optoelectronic Exposition (CIOE 2025) held in Shenzhen, adjacent to Dongguan, where our sales office is located, from September 10 to 12, exhibiting glass molding mold and others**

[The Company's booth at the 26th China International Optoelectronic Exposition (CIOE 2025)]

- **Exhibited at DMP 2025 - Greater Bay Area Industrial Expo held in Shenzhen from November 5 to 8**

FUJILLOY

Medium-Term Management Plan 2026 - Consolidated Numerical Targets

Consolidated numerical targets in the fiscal year ending March 31, 2027

Consolidated net sales	Operating profit	Ordinary profit margin	ROE
20.0 billion yen	2.0 billion yen	10.5% (Ordinary profit: 2.1 billion yen)	7.0%

(Million yen)	FYE2025 results	FYE2026 result forecast	FYE2027 target
Net sales	16.5 billion yen	17.6 billion yen	20.0 billion yen
Operating profit	0.48 billion yen	0.60 billion yen	2.00 billion yen
Ordinary profit	0.60 billion yen	0.70 billion yen	2.10 billion yen
Ordinary profit margin	3.6%	3.9%	10.5%
Profit	0.42 billion yen	0.46 billion yen	1.50 billion yen
ROE	2.1%	2.2%	7.0%

(Amounts rounded down to the nearest million yen)

(The target for the FYE Mar. 2027 remains unchanged due to uncertainties surrounding the impact of U.S. tariff policies.)

FUJILOY

05

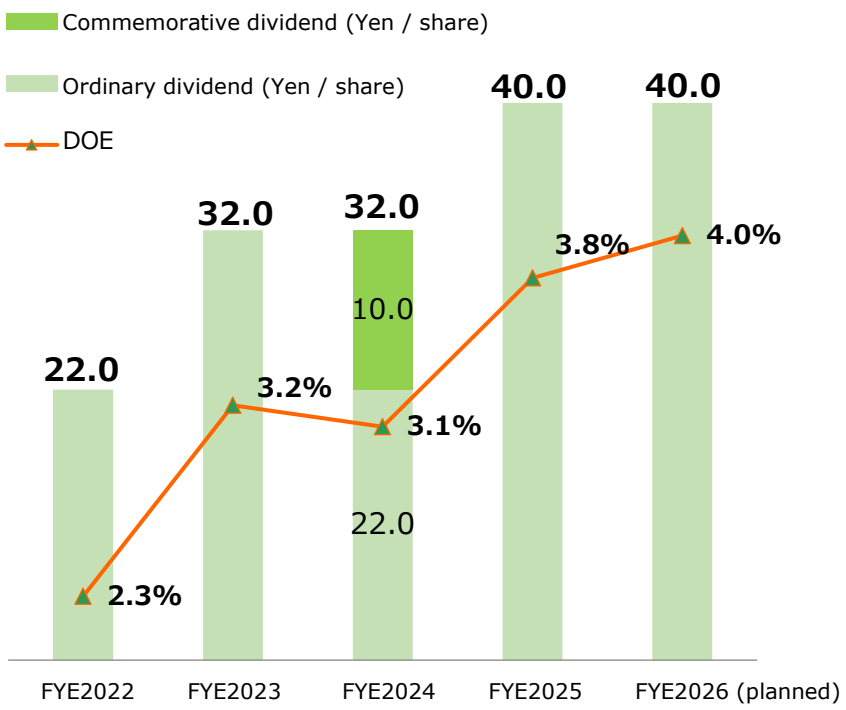
Realization of Management Conscious of Capital Cost and Share Prices

Shareholder Returns / Dividends for the Fiscal Year Ending March 31, 2026

FY ending March 2026: 40 yen per share dividend planned

Annual dividend 40 yen

- **For the duration of Medium term Management Plan 2026, the standard for dividends has been changed from the payout ratio to DOE (dividend on equity ratio), with a DOE target of around 4%.**
- **For the fiscal year ended March 31, 2026, we plan 40 yen per share, the same amount as for the previous year.**



Share price

As of March 31, 2025

Share price	754 yen
Dividend yield	5.31%
Market capitalization	15.0 billion yen
PBR	Approximately 0.72 times

Announced the acquisition of treasury shares on August 12, 2025

As of November 26, 2025

Share price	**868 yen**
Dividend yield	**4.61%**
Market capitalization	**17.3 billion yen**
PBR	Approximately 0.85 times

Share price up 15%

Calculated based on net assets as of the Q2 of FYE Mar. 2026

Shareholder Returns / Dividends for the Fiscal Year Ending March 31, 2026

Announced acquisition of treasury shares on August 12, 2025

With the aim of capital efficiency improvement, shareholder returns, and proactive capital policy in the future, we are carrying out acquisition of treasury shares flexibly according to the status of business performance and capital, opportunities for investment in growth, and changes in the circumstance of the market and industry, including share prices

Details of the acquisition of treasury shares

(1) Type of shares to be acquired: The Company's common shares
(2) Total number of shares to be acquired: 400,000 shares (Maximum)
(2.0% of outstanding shares
[Excluding treasury stock])
(3) Total cost of acquisition : 300 million yen (Maximum)
(4) Period of acquisition: From August 18, 2025, to December 23, 2025
(5) Method of acquisition: Open market purchase on the Tokyo Stock Exchange

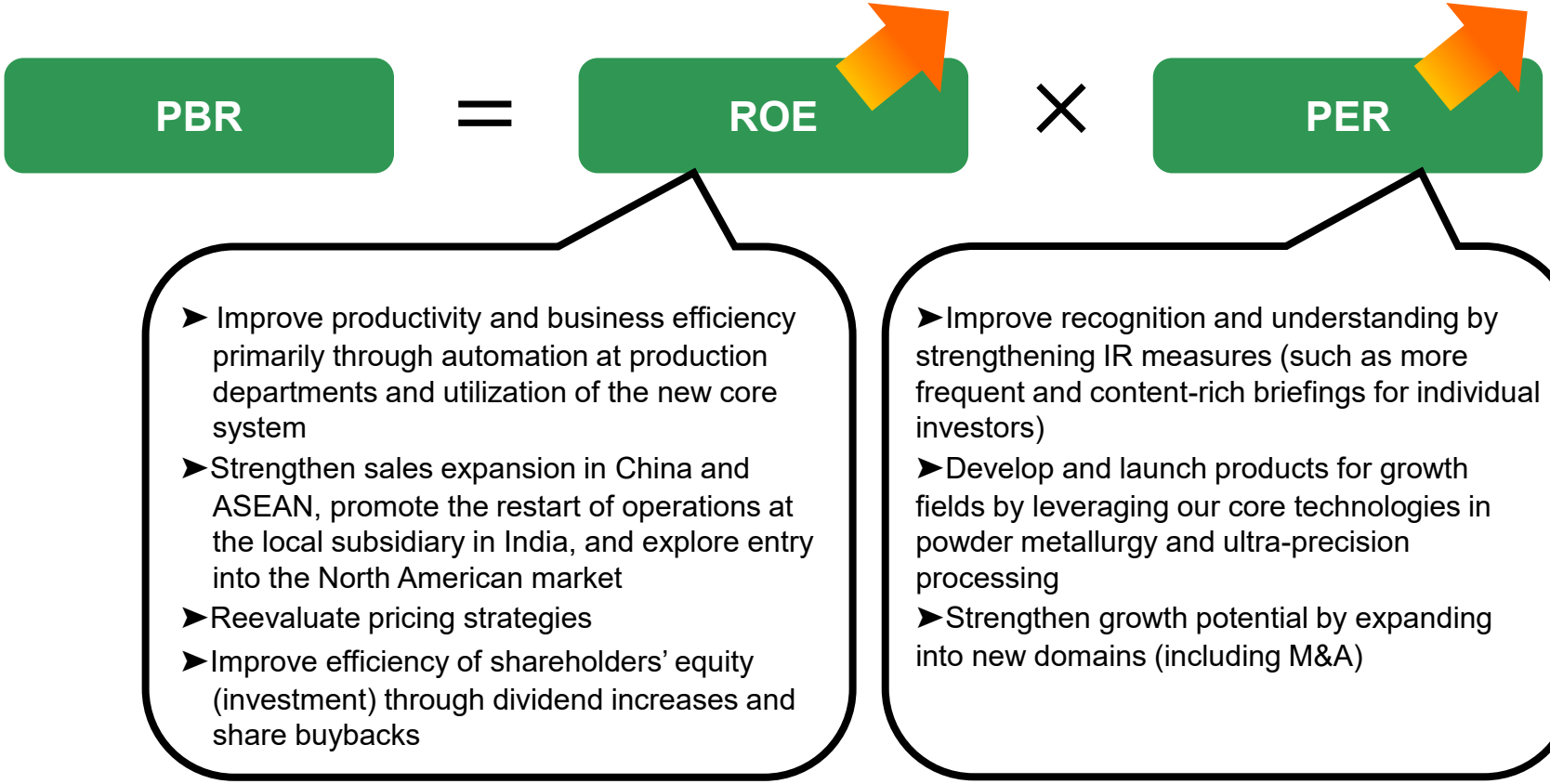
Status of the acquisition of treasury shares As of October 31, 2025 (trade settlement basis)

- **Total number of shares acquired: 244,500 shares**
- **Total cost of acquisition : 208,955,500 yen**

FUJILLOY

Policy for Future Initiatives

►Fulfill commitment to “Transforming the company structure to adapt business resilience” in line with Medium-Term Management Plan 2026 to raise profitability and enhance growth potential



06

APPENDIX

Company Profile (As of November 2025)

Trade name	Fuji Die Co., Ltd.
Location	2-17-10, Shimomaruko, Ohta-ku, Tokyo
Capital	164 million yen
Representative	Yoshikazu Haruta, Representative Director and President
Founded	June 1949
Business activities	Manufacture and sale of wear-resistant tools and molds made of cemented carbide
Consolidated subsidiaries	SHINWA DIE CO., LTD. FUJI SHAFT CO., LTD. FUJILLOY (THAILAND) CO., LTD. FUJI DIE TRADING (SHANGHAI) CO., LTD. PT. FUJILLOY INDONESIA FUJILLOY INDIA PRIVATE LIMITED FUJILLOY MALAYSIA SDN. BHD.
Number of employees	1,090 (as of March 31, 2025; including employees of consolidated subsidiaries)

Our Strengths

Top market share for carbide wear-resistant tools

Held the top share in the domestic carbide wear-resistant tool industry over a long period

Specialize mainly in sales of high value-added products in high-mix low-volume, with stable sales prices

Over 30% industry share

High-level R&D (technological) capability to support long-term growth

New materials development technology to meet market needs by leveraging powder metallurgy technology

Integration of manual technology with current technology through research on state-of-the-art equipment and optimization of manufacturing methods

Core technologies
- **Powder metallurgy technology**
- **Ultra-precision processing technology**

Development capability - production engineering capability - sales capability are the source of competitiveness

Direct sales system that can meet customers' individual needs in a customized manner

Solid and proven track record with many customers in a wide range of industries

Integrated production system from design to base powder preparation, sintering, machining, and product inspection

Approx. 3,000 customer companies
(consolidated subsidiaries)

Financial foundation: Continued profitable operations and high equity ratio

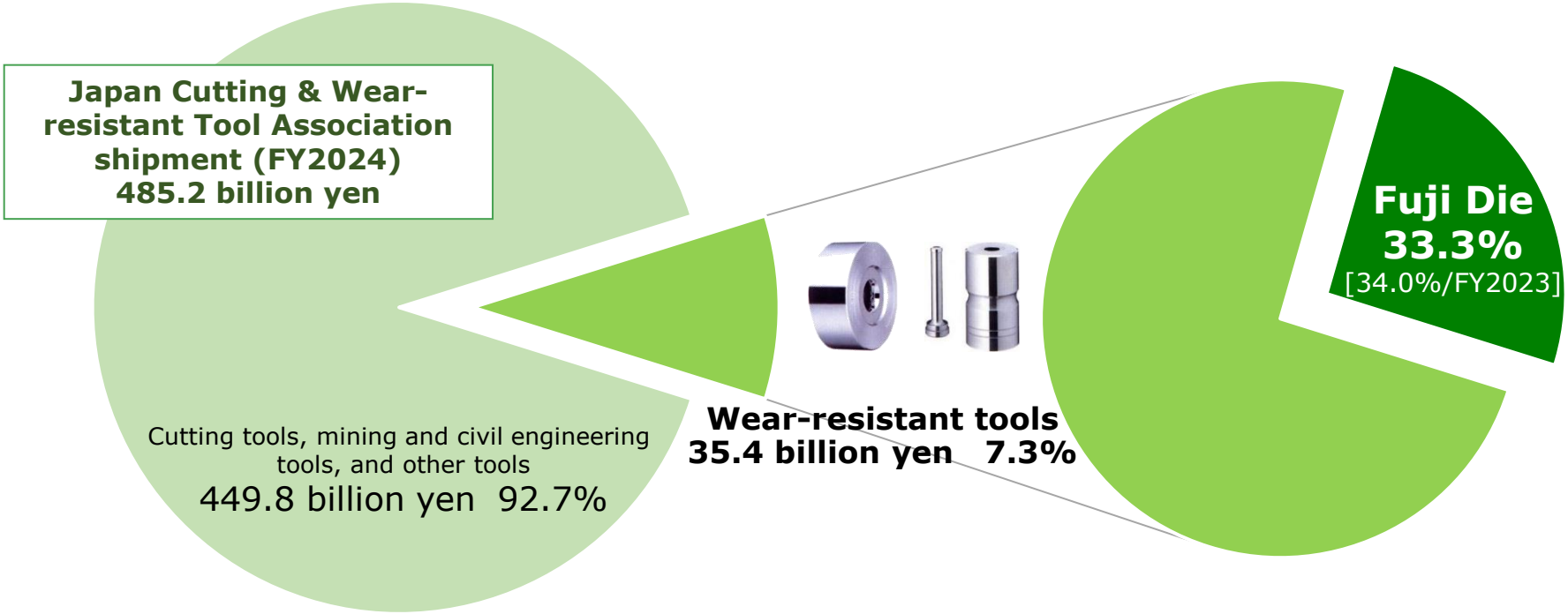
Net cash	7,089 million yen
Free cash flow	668 million yen

(As of September 30, 2025 / Amounts rounded down to the nearest million yen)

79.6% equity ratio
(As of September 30, 2025)

FUJILLOY

Market Size of Carbide Tools in Japan (Surveyed by Japan Cutting & Wear-resistant Tool Association)



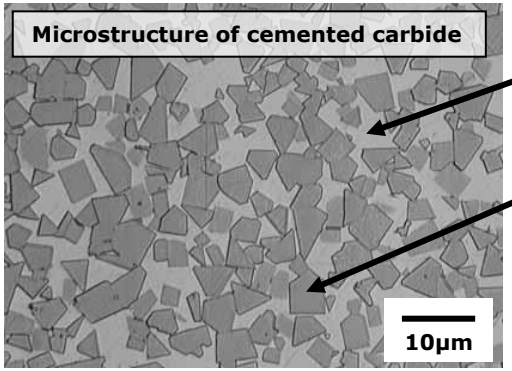
Held the top share in the wear-resistant tools market over a long period

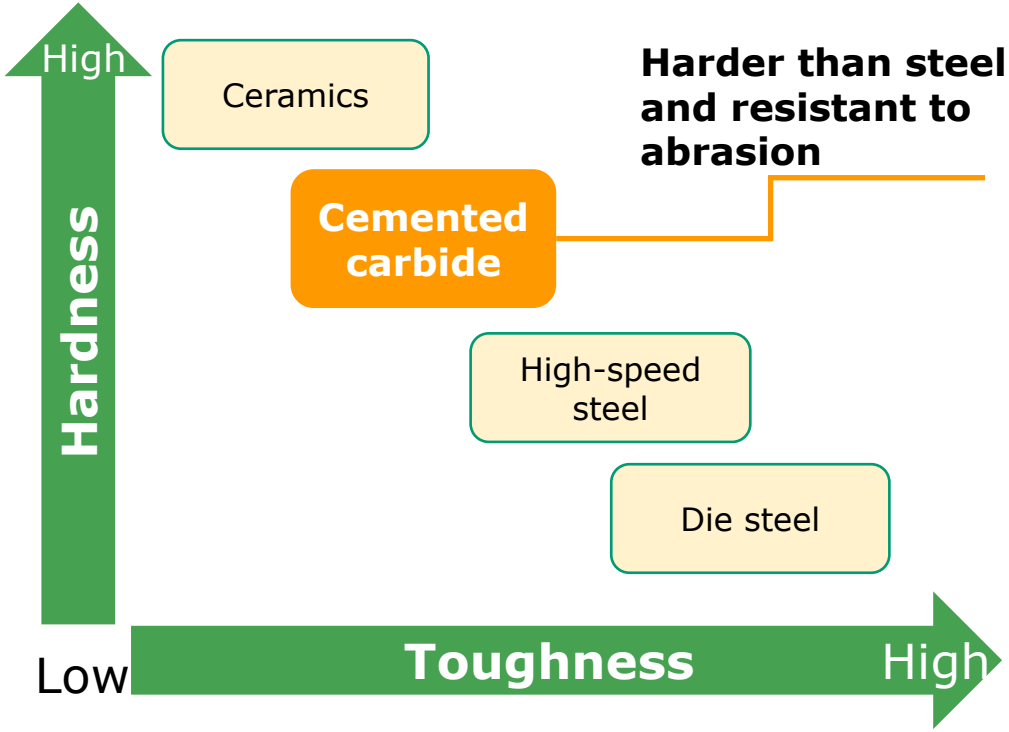
Sales of our carbide tools: 11.7 billion yen [11.9 billion yen/FY2023]

FUJILLOY

What is Cemented Carbide?

- **Metallic materials** combining **hard carbides** such as tungsten carbide and **metals** such as cobalt
- Boasts a **hardness** surpassing stainless steel and iron, and has excellent **compressive strength** and **abrasion resistance**
- **Resistant to deformation**, so suitable as a **material for molds and tools** requiring high precision
- Manufactured by the **powder metallurgy method**, whereby metal powder is placed in a mold to be compressed and formed, and then sintered for long hours at a temperature below melting point to solidify it

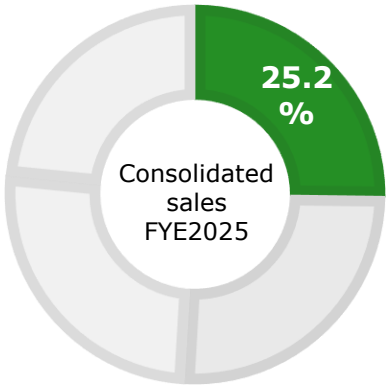




Business Activities - Product Categories

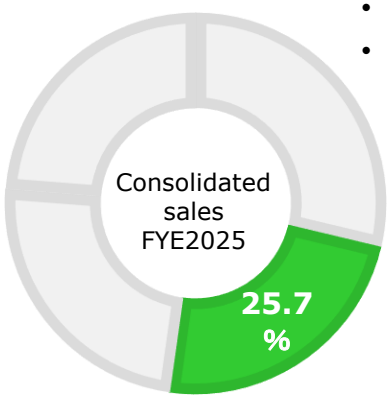
- Specialized in manufacture of tools and molds (wear-resistant tools) mainly made of cemented carbide

Carbide tools



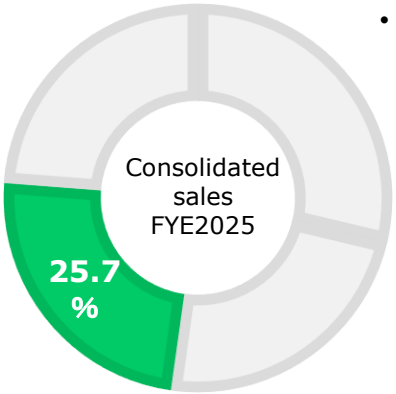
- Dies and plugs
- Grooving plugs
- Hot rolling mill rolls
- Tools for ultra high pressure generator, etc.

Carbide molds



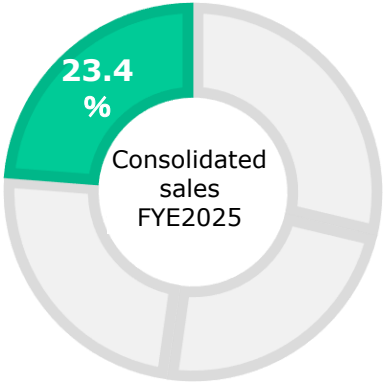
- Molds for automotive parts
- Can manufacturing tools
- Battery-related molds, etc.

Other carbide products



- Carbide blank materials
- Parts for semiconductor production equipment, etc.

Non-carbide



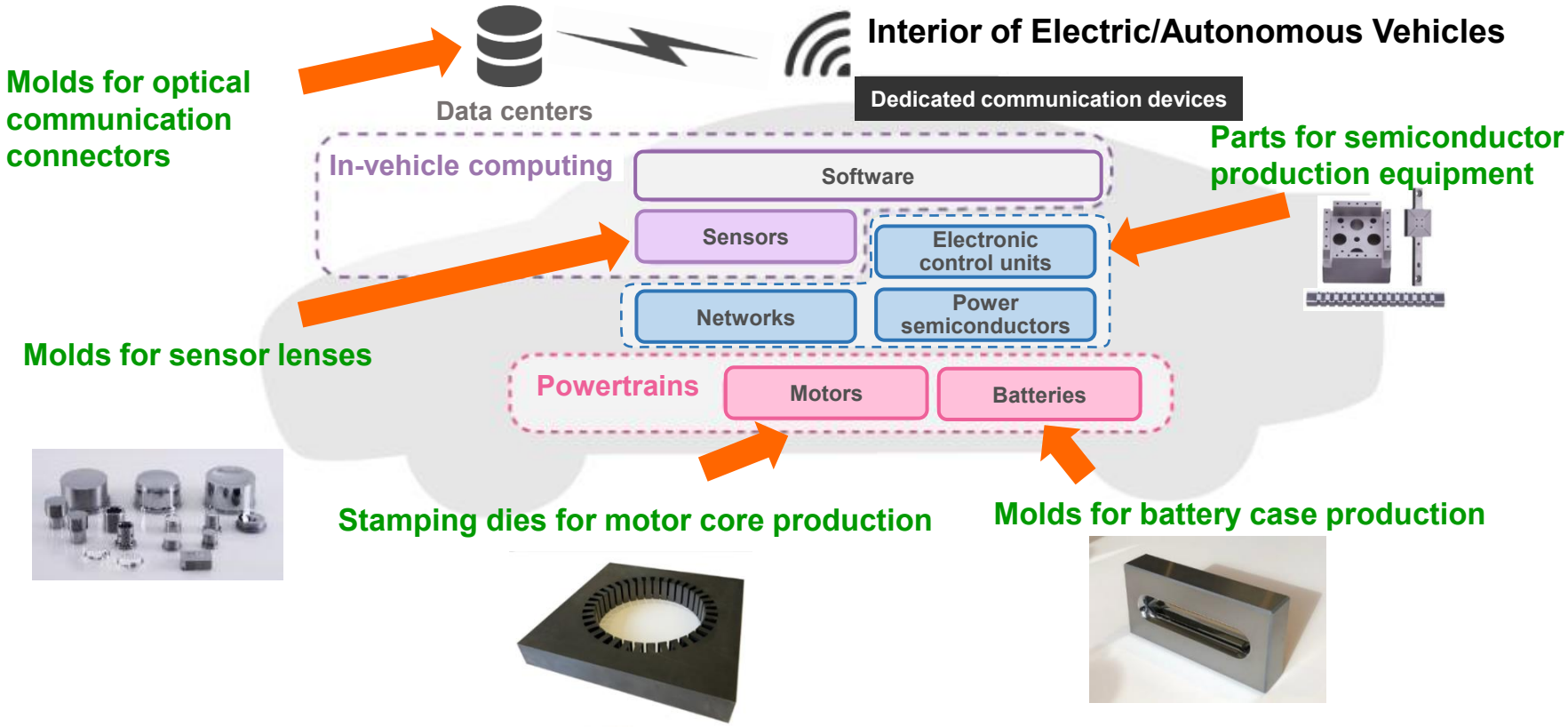
- Steel products
- KF2 products
- Ceramic products
- Diamond grinding wheels
- FHR products
- Copper-tungsten
- NF-metal
- Drawn steel pipes, etc.

FUJILLOY

Fuji Die's Role in Growth Fields

Next-generation vehicles, semiconductors, and optical communications

Our tools, molds, and materials contribute to optical components for autonomous driving sensors, next-generation optical communications, and semiconductor production equipment



Interior of Electric/Autonomous Vehicles
Source: New Energy and Industrial Technology Development Organization (NEDO)

FUJILLOY

High-precision molds for connectors and glass molding in optical communications

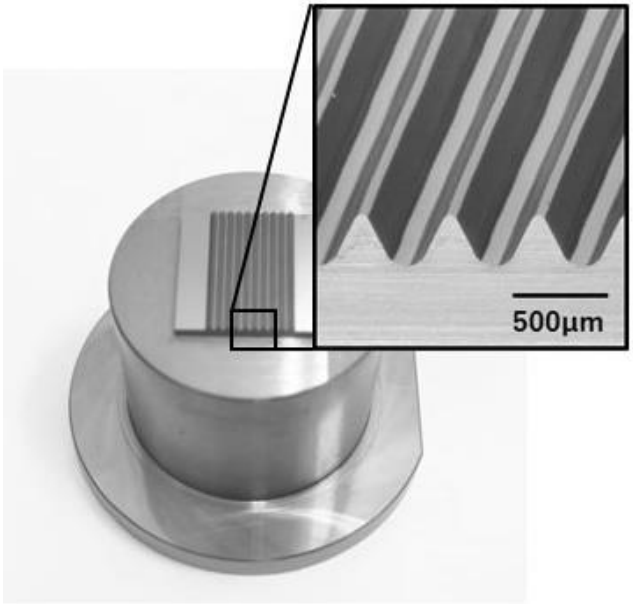
Developed ultra-precision connector molds, such as “fiber arrays” and “microlens arrays,” as well as glass molding molds for photonics applications

Market launch phases

Start development → Under evaluation by customers

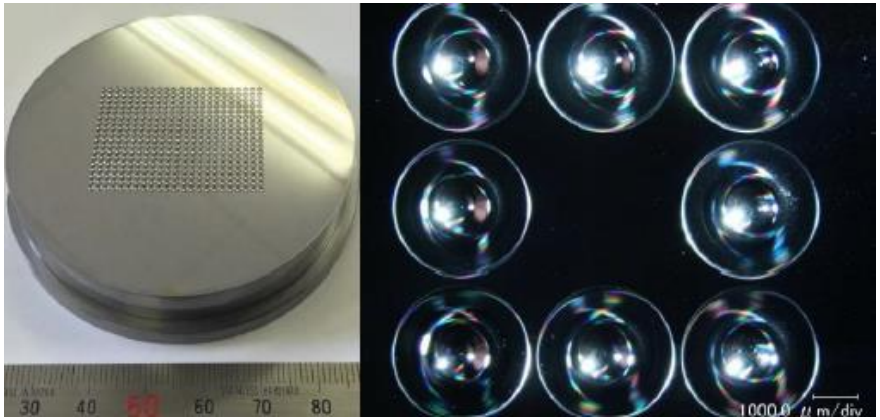
- **Fabrication of molds, such as “fiber arrays” and “microlens arrays,” with dimensional accuracy below 0.1 μm[*1] enabled by cutting-edge ultra-precision processing technology**
- **Quality assurance after ultra-precision and micro-scale processing enabled by high-precision measuring instruments**

*1 What does a dimensional accuracy of 0.1 μm mean?
It refers to a machining precision where even a deviation of one-thousandth the thickness of a human hair is not allowed.



Fiber array[*2]

*2 Connector that links optical fibers and optical components



Microlens array
Glass molding mold

Hydrogen generating catalysts and electrode (PME)

Developed nickel electrode (PME*) used in green hydrogen generating equipment, for which demand is expected to grow

* Powder Metallurgy Electrode (electrode containing catalyst)

Market launch phases

Start development

Under evaluation by customers

- **New electrodes reduce power consumption required for hydrogen production via water electrolysis by 20% compared to conventional electrodes**
- **Catalyst is oxides of calcium, copper and iron (precious metal free)**

冨士ダイスがニッケル電極

グリーン水素 電力抑え製造

装置向け27年商品化

冨士ダイスは、水素を製造する際に電圧を従来比20%削減するニッケル製の電極を開発した。電力の使用を抑えられ、また貴金属を使用していないために環境負荷が低いという。主力事業の超硬合金製造の粉末冶金技術などを応用した。再生可能エネルギー電力を使った水の電気分解によるグリーン水素の製造装置向けに、2027年までの商品化を目指す。

冨士ダイスが開発したグリーン水素向け電極

超硬合金の製造に求められる粉末冶金技術と超高圧の合成技術を触媒の開発に生かし、掛け合わせることで電極にした。触媒と電極化の関連で2件の特許を取得した。

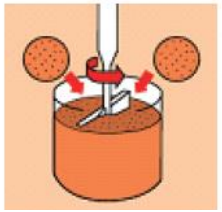
国内外でカーボンニュートラル（CN、温室効果ガス（GHG）排出量実質ゼロ）に向けた投資が加速している。化石燃料から脱炭素のエネルギーへの転換が見込まれる中、グリーン水素はCNの有力技術になると自己評価する。

5日に東京ビッグサイトで開幕する工作機械の展示会「日本国際工作機械見本市（JIMTOF2024）」で披露する。

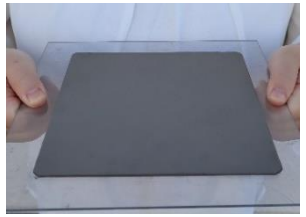
冨士ダイスが開発した電極「PME＝写真」は従来のニッケル電極に比べて、低い電圧で同じ量の水素を発生できる。ニッケルに触媒を混ぜ込んだ構造を採用し、表面積を大きくして性能を高めた。

[Article in Nikkan Kogyo Shimbun on November 5, 2024]

Ultra high pressure synthesis technology (catalyst development)

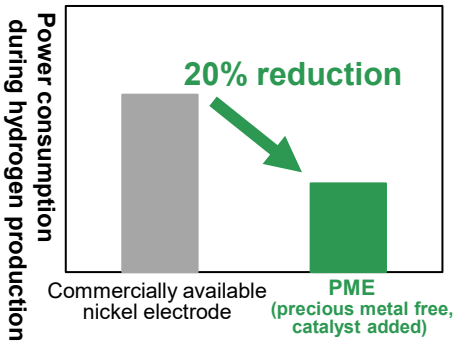


Powder metallurgy technology (making an electrode)



High-performance electrode (PME)

Using PME to reduce power consumption required for hydrogen production



FUJILLOY

Highly Evaluated Capabilities for Material Development and Processing Technologies

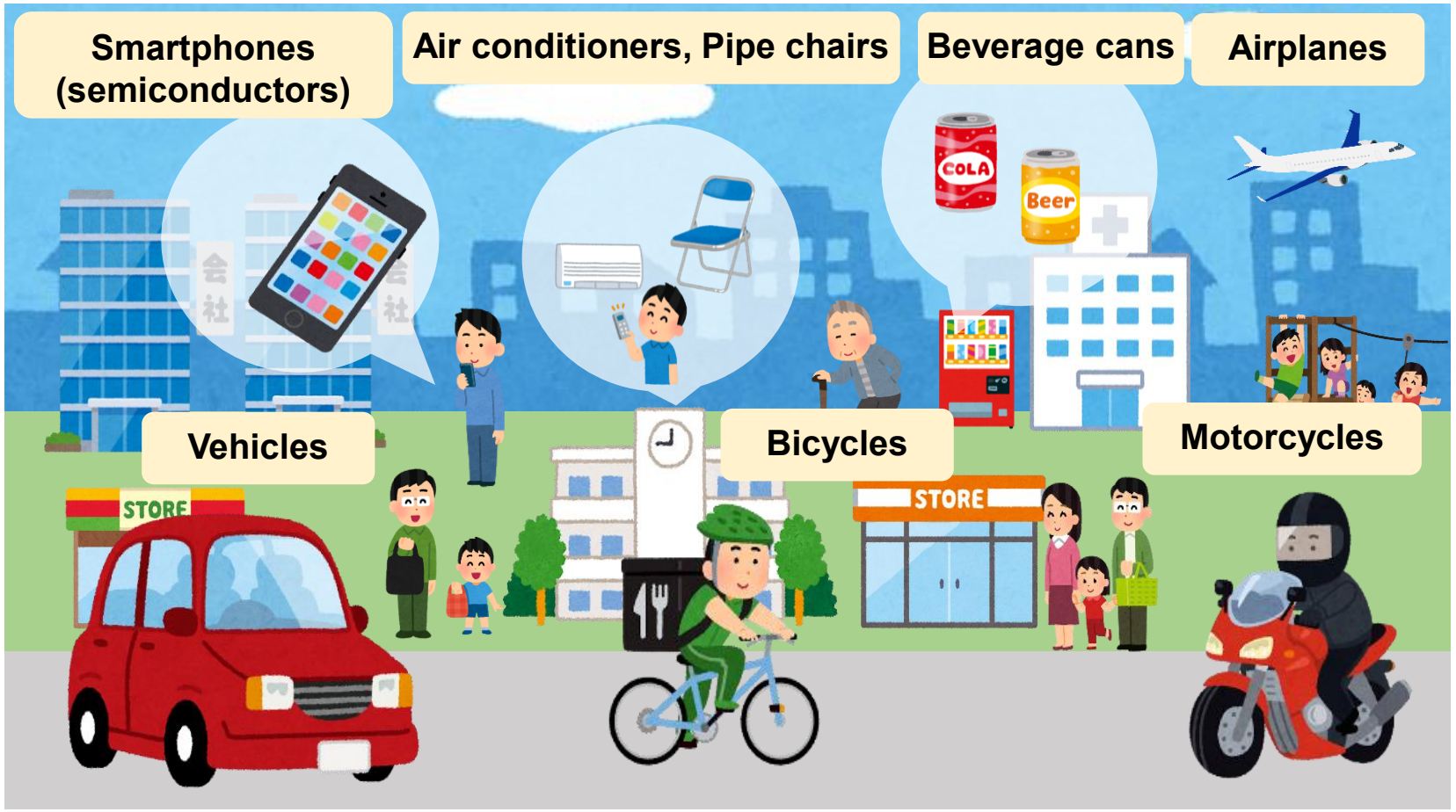
Won the “Monozukuri Award” in the “2023 The 66th Top 10 New Products Award”

- **Hard material used in high thermal expansion for glass forming (Fujilloy TR05) was awarded the “Monozukuri Award” in the “2023 The 66th Top 10 New Products Award”** hosted by NIKKAN KOGYO SHIMBUN, LTD.
- **This award followed “Grand Prize for Technical Achievement” in the “2023 Japan Cutting & Wear-resistant Tool Association Award”** hosted by the Japan Cutting & Wear-resistant Tool Association.

Won the “First Prize” in the (8th) JSPE Monozukuri Award for FY2024

- **The development of Fujilloy TR05/TR30 and establishment of ultra-precision processing technology were highly evaluated, and we were awarded the “First Prize” in the (8th) JSPE Monozukuri Award for FY2024** hosted by the Japan Society for Precision Engineering.
- This was **the third award** we won , following the “Grand Prize for Technical Achievement” in the “2023 Japan Cutting & Wear-resistant Tool Association Award” and “Monozukuri Award” in the “2023 The 66th Top 10 New Products Award.”

Fuji Die's Products that support manufacturing



Beyond the examples above, Fuji Die's products support manufacturing in various fields, including infrastructure equipment such as railroad overhead lines and electric cables, the manufacture of artificial diamonds, and the development of new materials

Examples of Typical Products

Tools for drawing, extruding, and rolling processes

Used in transportation machinery, construction materials, infrastructure-related facilities, etc.

Our products

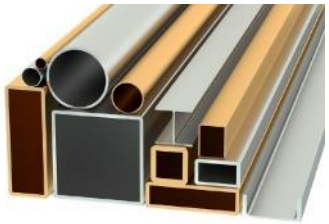
Dies and plugs

Rolls

Molding components

Pipes

Wires



Deformed pipes

End product examples

Home appliances such as air condition

transportation machinery such as aircraft

infrastructure equipment such as railroad overhead lines and electric cables,

FUJILLOY

Examples of Typical Products

Tools and dies for manufacturing beverage and food cans

Dies for making beverage cans for alcoholic beverages, soft drinks, etc

Molds for manufacturing optical elements

Molds to produce lenses for single-lens reflex, telecommunications, surveillance cameras, and autonomous driving camera sensors

Our products

Canning tools

End product examples

Beverage and food cans

Our products

Mold parts for optical elements

End product examples

Cell-phone lenses

Camera lenses

Surveillance cameras

FUJILLOY

Examples of Typical Products

Forging tools and molds

Molds for making parts for motorcycles, automobiles, various manufacturing machines, etc.

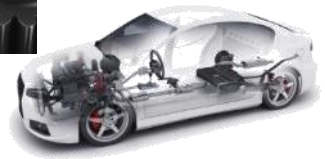
High-pressure tools

Tools used to manufacture artificial diamonds, develop new materials, and study the Earth's internal environment

Our products

Forging tools

End product examples



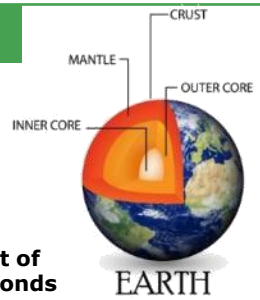
Parts for automobiles and various machines

Our products

High-pressure tools

End product examples

Development of artificial diamonds and new materials

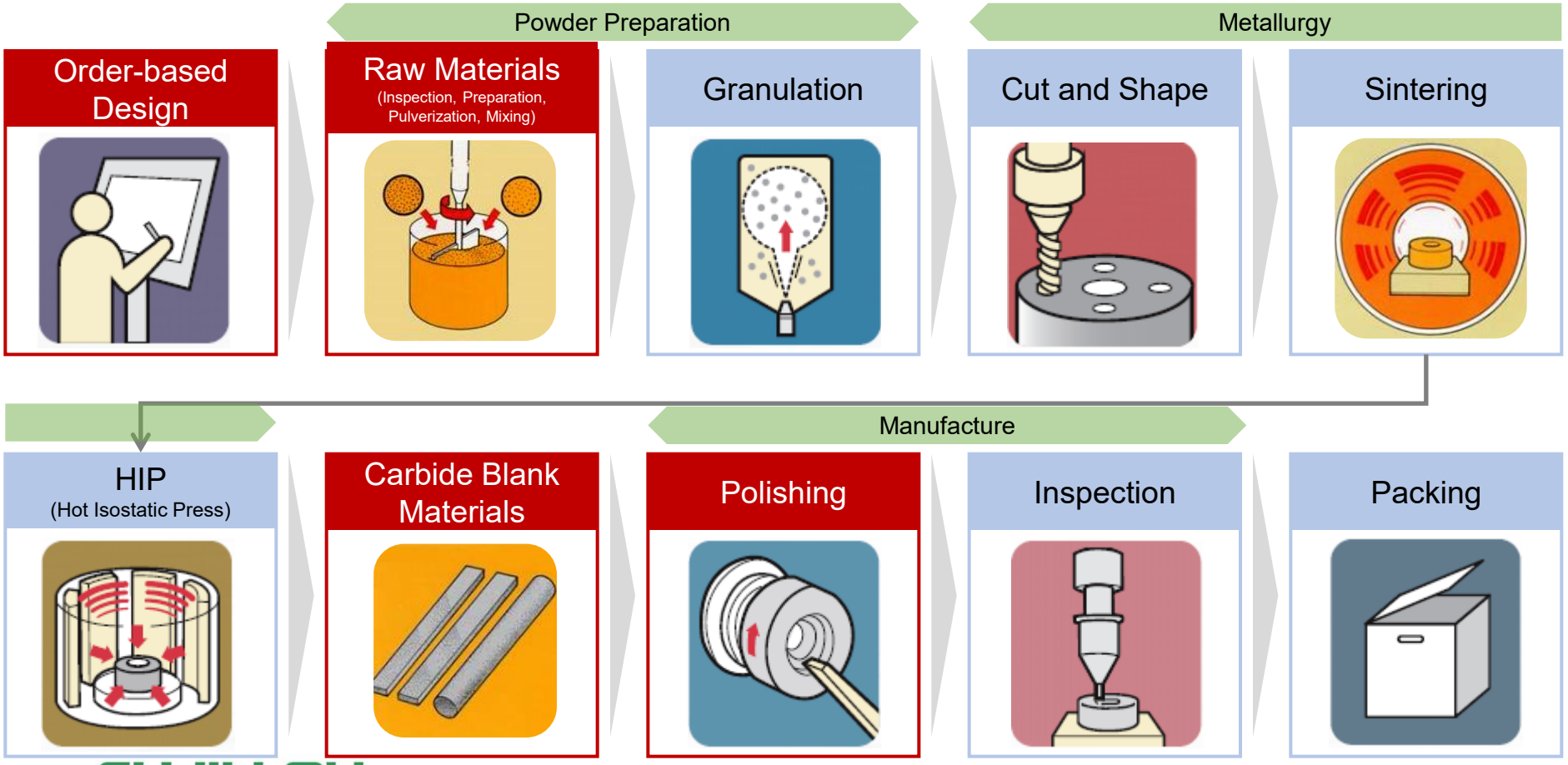


Geophysical research

FUJILLOY

Solutions for Diverse Orders through Integrated Production System

- **Integrated made-to-order production system from design to base powder preparation, sintering, machining, and product inspection**
- **Two core technologies—advanced powder metallurgy and ultra-precision processing technology—enable flexible responses to a wide range of orders (high mix, low volume production)**

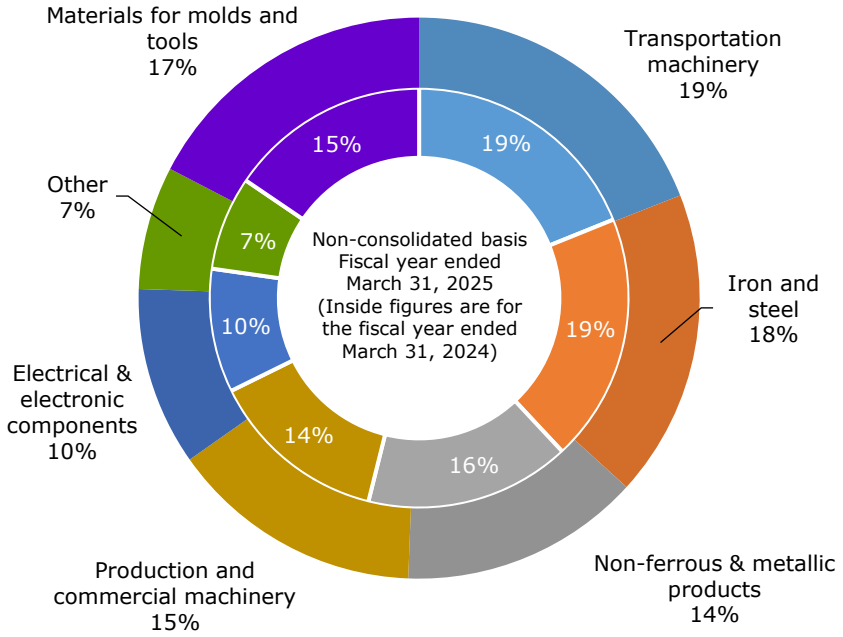


FUJILLOY

Made to Order and Direct Sales System with Over 3,000 Customer Companies

Engaged in custom made to order and direct sales for each customer with high mix products in low volume
Strong network with customers, with approximately 3,000 customer companies in a wide range of industries
Our strength is stability that is not affected by specific industry trends

Share of sales by customer industry category (%)



Sales offices and production sites (as of March 31, 2025)

Japan
- Production sites and sales offices 5 locations
- Production sites 2 locations
- Sales offices 5 locations

Overseas
- Production sites and sales offices 2 countries
  Thailand and Indonesia
- Sales offices 3 countries
  China, Malaysia, and India (currently dormant)

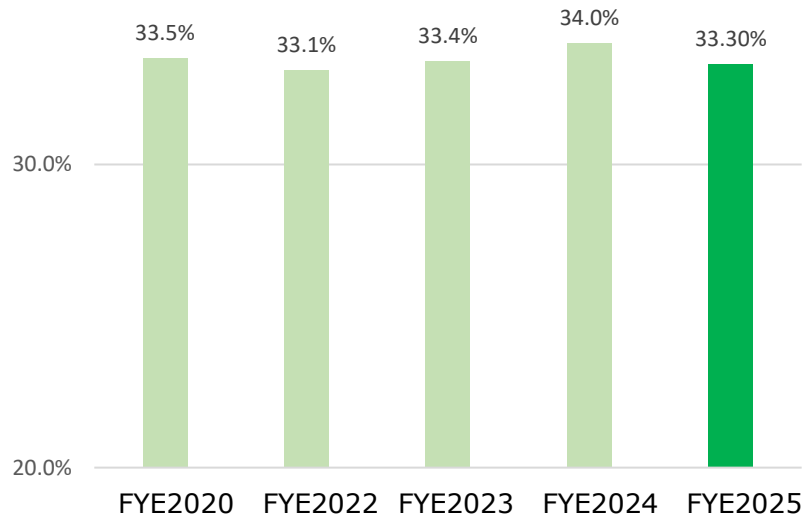
FUJILLOY

Top Manufacturer in Japan Specializing in Wear-resistant Tools

Held the top share (over 30%) in the domestic carbide wear-resistant tool industry over a long period

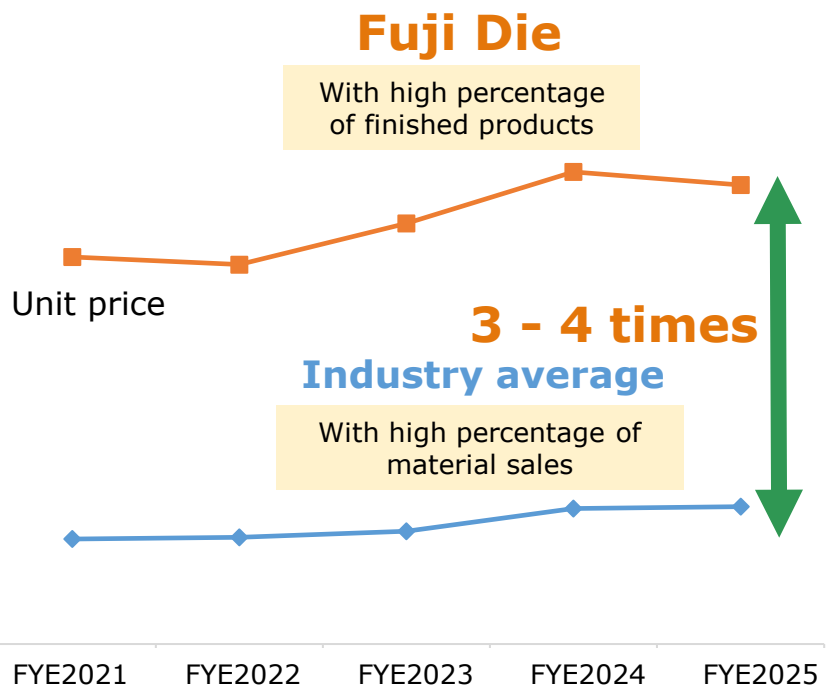
Specialize mainly in sales of high value-added products in low-volume high-mix, with stable sales prices

Share of carbide wear-resistant tools shipment in Japan



* Share for FYE 2021 was excluded due to the significant impact of COVID-19

Average unit price of product



Source: Japan Cutting & Wear-resistant Tool Association

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Tool Industry Positioning Map (Listed Companies)

Finished products
(higher added value)

Company A

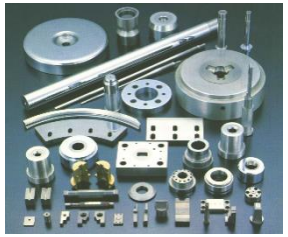
Company B

Company C

Fuji Die

Cutting tools
(many competitors)

Wear-resistant tools
(few competitors)



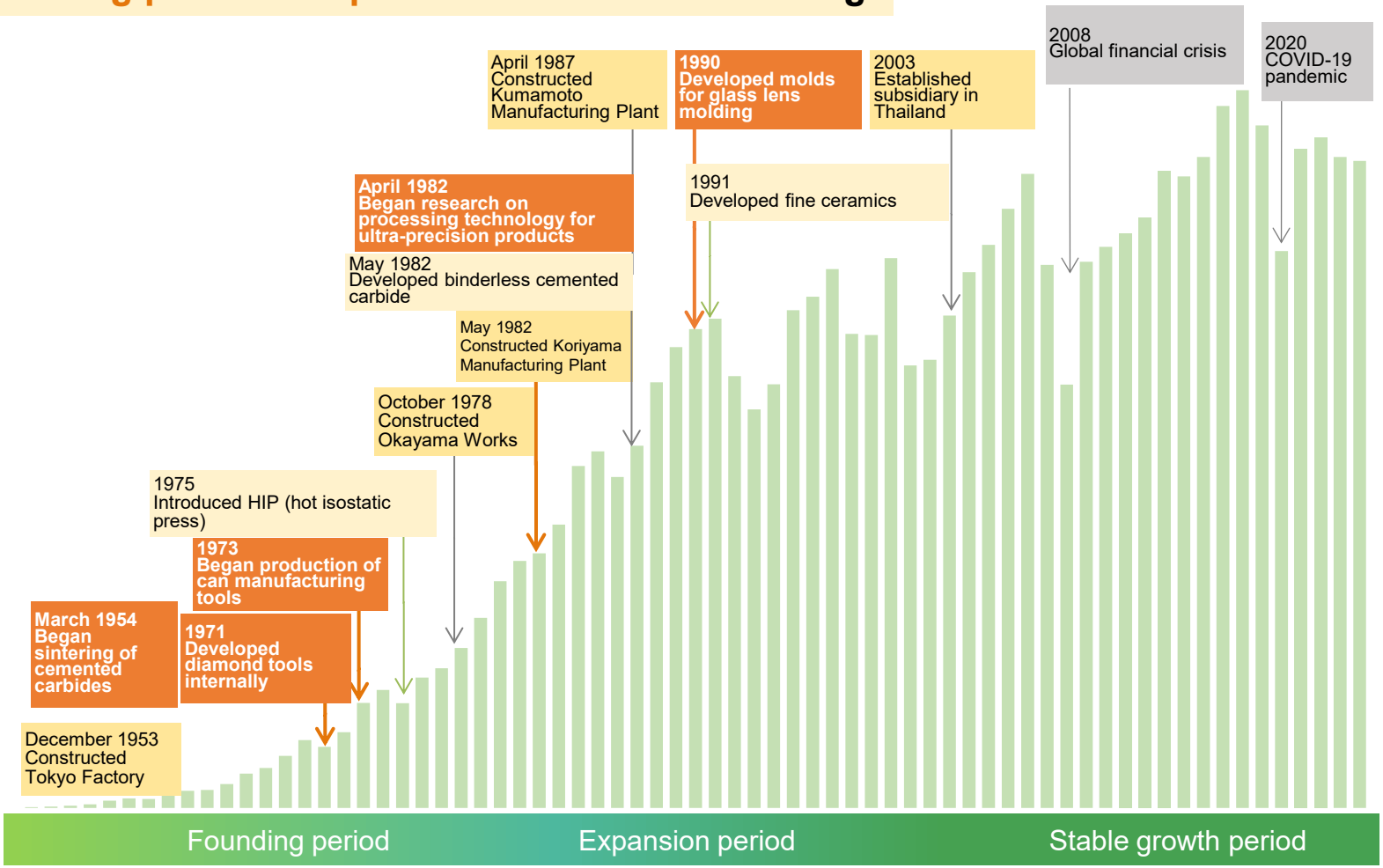
Materials
(low added value)

* Plotted according to the size of the sales composition

FUJILLOY

Key Milestones and Net Sales Trends

Maintaining profitable operations since our founding

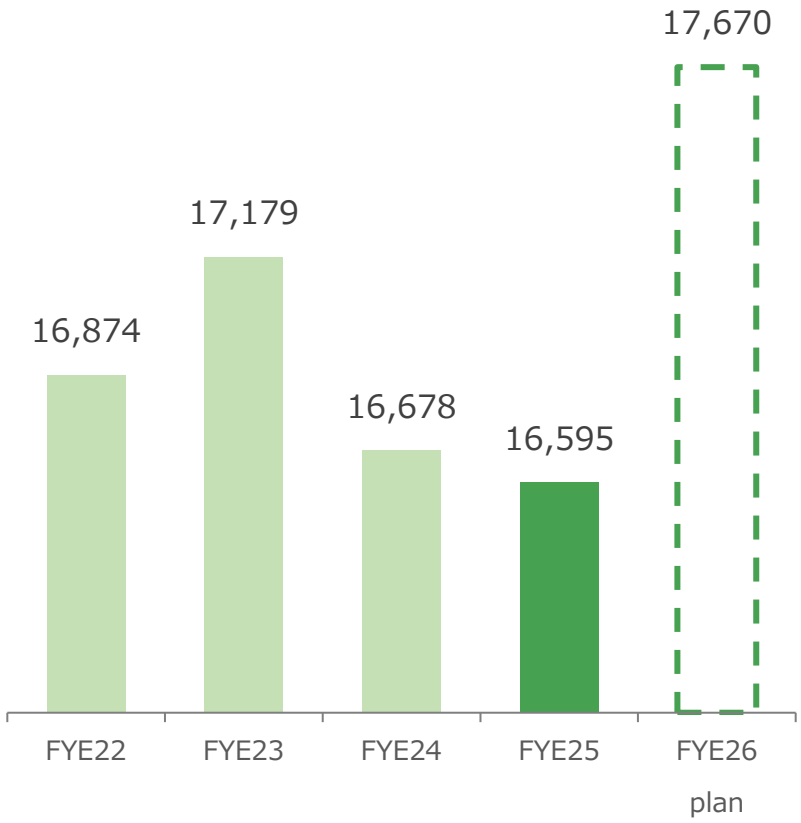


(Note) Net sales for FY2012 onward are consolidated net sales

Financial Results 1/3

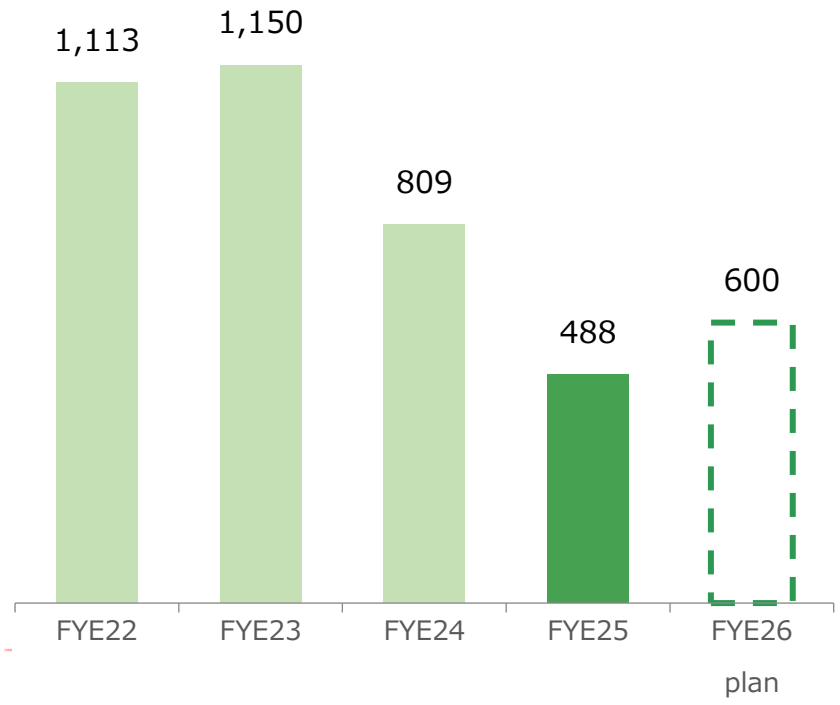
Net sales

(Million yen)



Operating profit

(Million yen)



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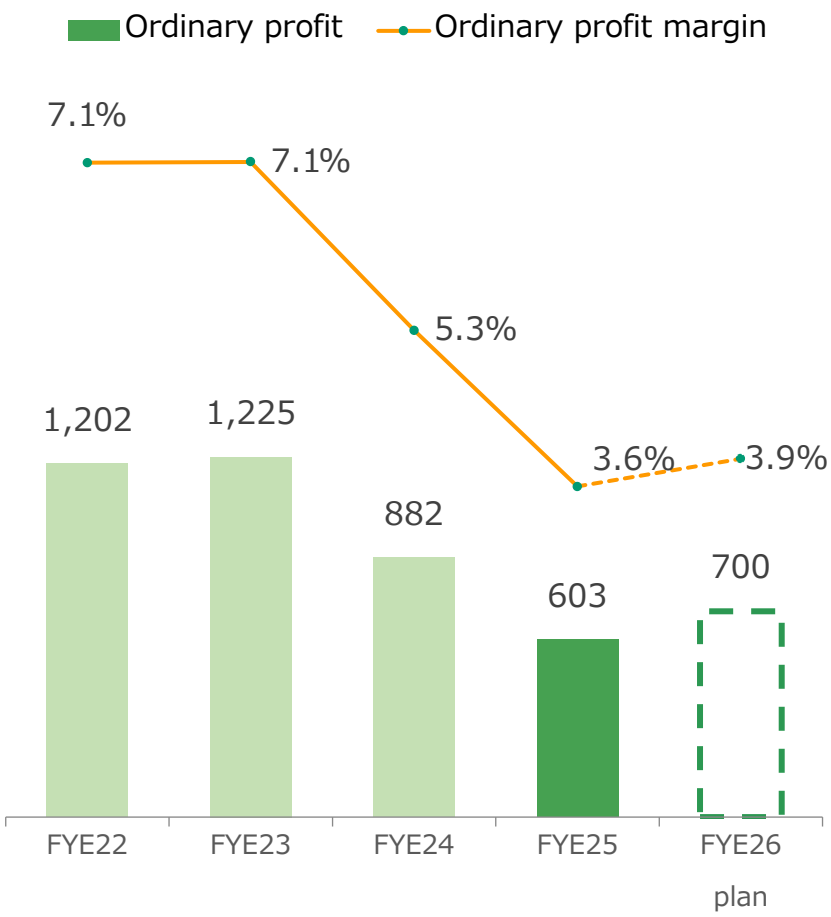
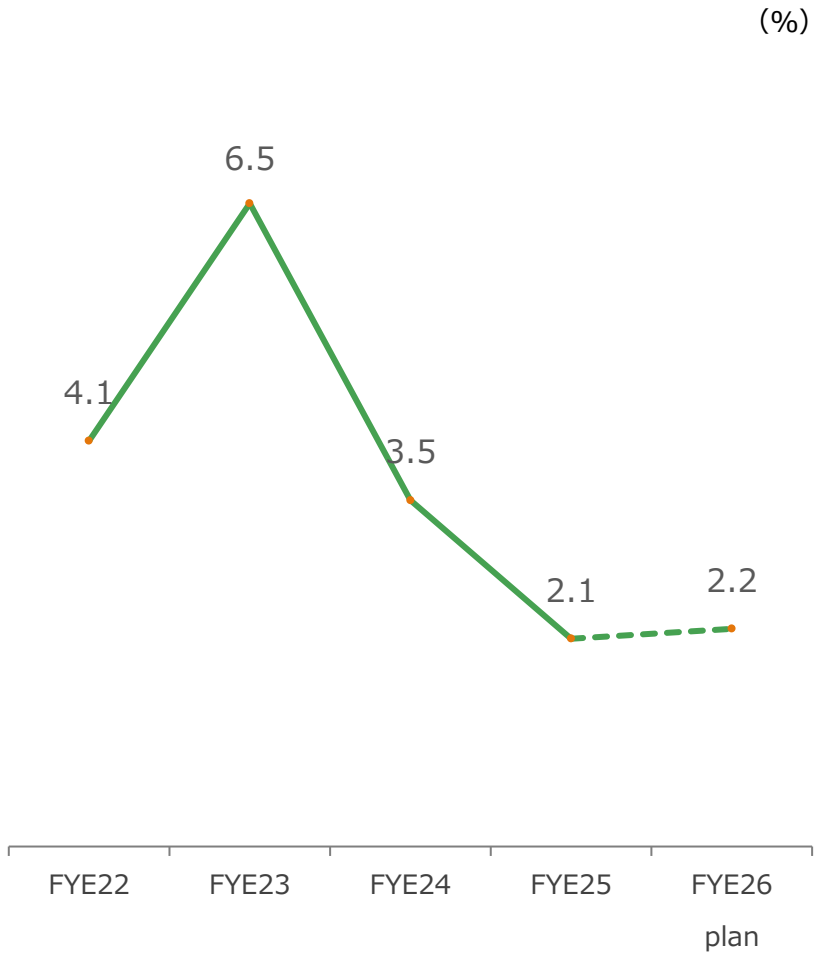
Financial Results 2/3

Ordinary profit



ROE



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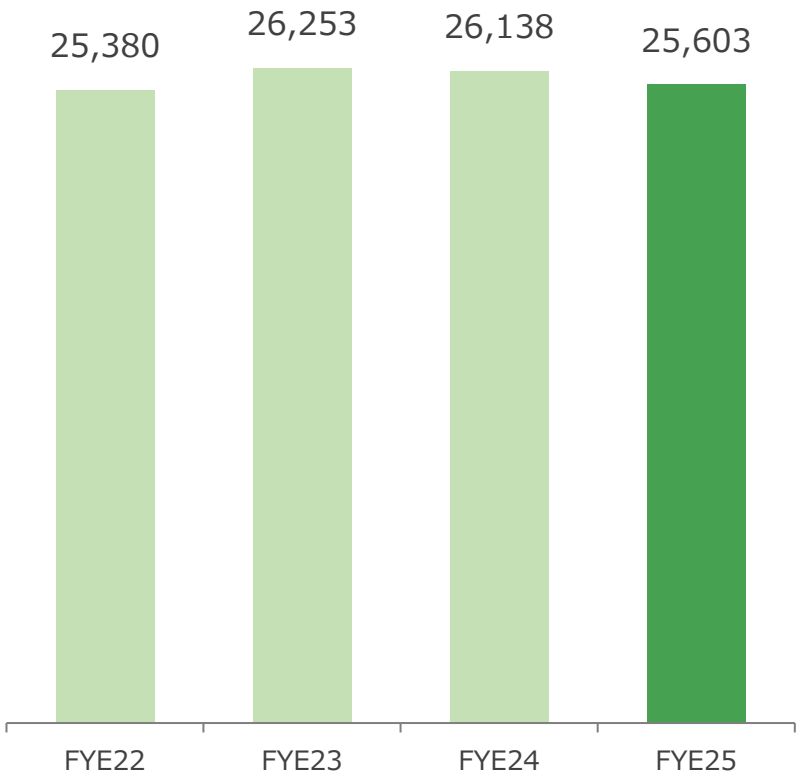
Financial Results 3/3

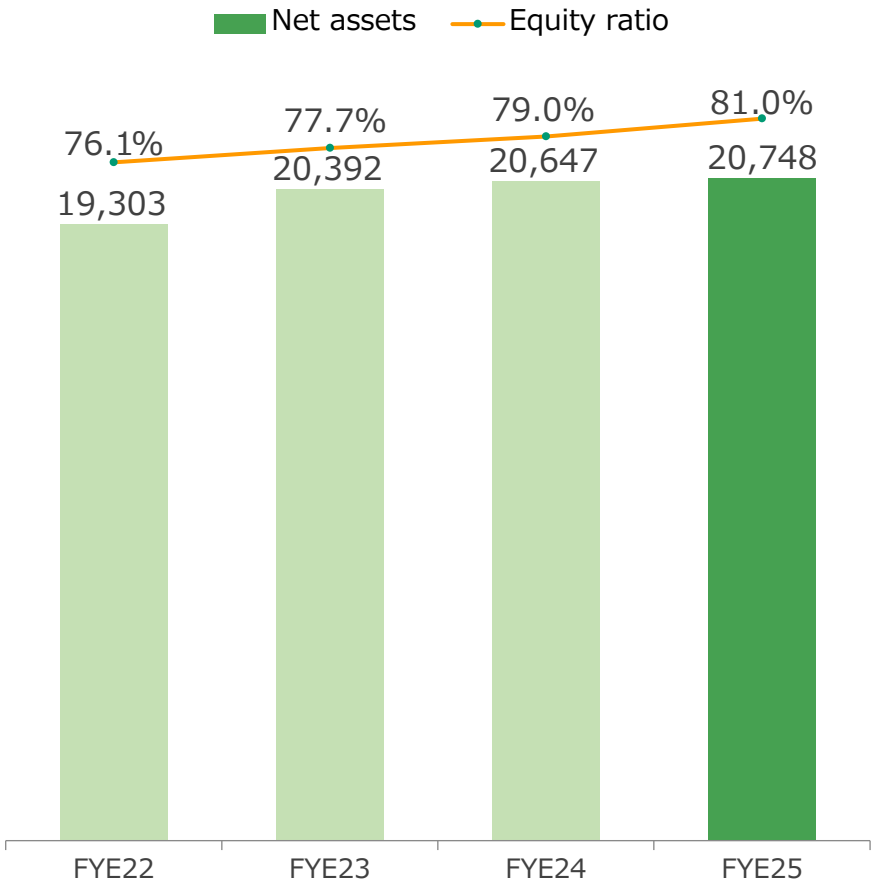
Total assets

(Million yen)

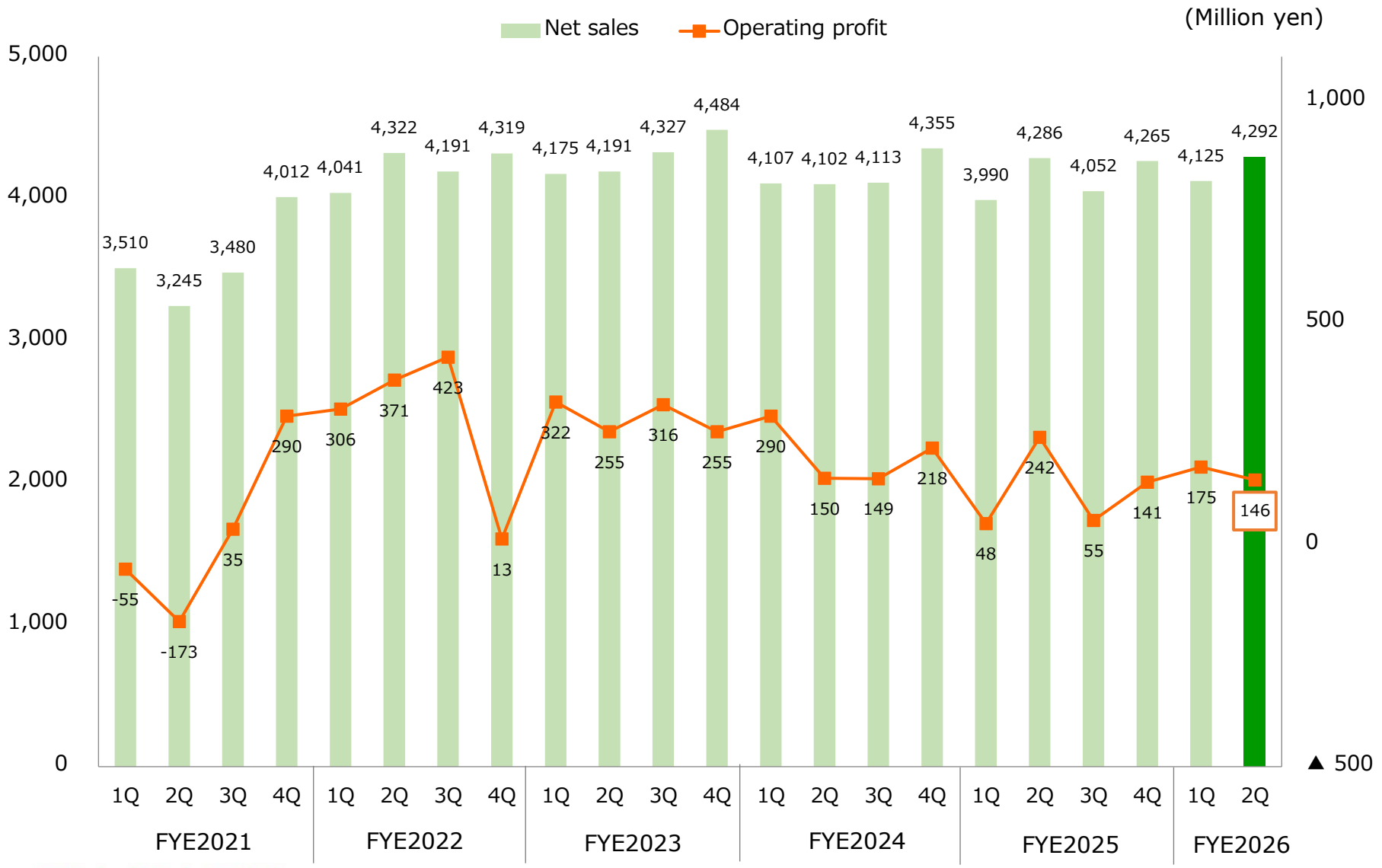


Net assets

(Million yen)



Consolidated Quarterly Financial Results



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Disclaimer

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