FUJILLOY

Fuji Die Co., Ltd.

TSE Prime (6167)

Financial Results for the Fiscal Year Ended March 31, 2026 - Supplementary Materials

May 28, 2026

Providing Inspiring Moments
through people, materials, and technologies

EXECUTIVE SUMMARY

	Summary	Remarks
FYE2026 full-year results	● **Net sales: 17,446 million yen (up 5.1%** y/y) ● **Operating profit: 822 million yen (up 68.5%** y/y) **Profits at each stage increased y/y and exceeded forecast**	• Net sales were slightly short of forecast, yet increased y/y mainly due to strong sales of carbide materials. • Operating profit increased y/y due to increase in net sales, reduction in outsourcing processing costs through measures to improve efficiency, and decrease in power and fuel costs.
FYE2027 financial results forecast	● **Net sales: 26,000 million yen (up 49.0%** y/y) ● **Operating profit: 700 million yen (down 14.9%** y/y)	• Planned figures for the fiscal year ending March 31, 2027, the final year of the Medium-Term Management Plan, have been revised against a backdrop of the impact of changes in the business environment. • Net sales are expected to increase y/y due to price revisions implemented to pass on rising raw material costs. • Operating profit is projected to decrease y/y due to an expected impact of rising raw material costs and decline in sales volume resulting from the price revisions.

Changes in the business environment

- China announced export restrictions on critical minerals including tungsten in February 2025.
- In January 2026, China issued a notice (Ministry of Commerce Announcement No. 1 of 2026), announcing the strengthening of export controls on military-civilian dual-use items to Japan. Furthermore, in February, it announced the addition of 20 Japanese companies to the export control list and a ban on the export of dual-use products (Ministry of Commerce Announcements No. 11 and No. 12 of 2026), further strengthening export controls on critical minerals, including tungsten.

⇒ Supply-demand conditions and prices of tungsten remain highly susceptible to the impact of China's export controls.

TOPICS

Commenced discussions on a business alliance with DIJET INDUSTRIAL regarding alloys that reduce the use of critical minerals such as tungsten and cobalt

Commenced discussions with DIJET INDUSTRIAL on expanding sales channels through both companies' sales networks for alloys independently developed by each company that reduce the use of critical minerals such as tungsten and cobalt

DIJET

Cermetal

Alloy that does not contain tungsten or cobalt

Applications: drawing die, powder compaction die, heat-resistant jig

×

FUJILLOY

STN30

Alloy that reduces tungsten and cobalt usage by 90%

Applications: rotating tools, kneading tools

Aim to maximize both companies' strengths and resources to mitigate geopolitical risks, expand revenue, and enhance corporate value for both companies

AGENDA

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2. Progress of the Medium-Term Management Plan 2026 and Initiatives for the Fiscal Year Ending March 31, 2027 P.12

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01

Summary of Business Results for the Fiscal Year Ended March 31, 2026

Overall Summary of the Fiscal Year Ended March 31, 2026

Consolidated net sales 17,446 million yen (up 5.1% year on year, down 1.3% Versus Forecast)

Consolidated operating profit 822 million yen (up 68.5% year on year, up 37.1% Versus Forecast)

- **Consolidated net sales increased year-on-year, supported by strong sales of carbide materials, despite a slight shortfall versus the forecast**
- **Operating profits increased year-on-year due to increase in net sales, reduced outsourcing processing costs through efficiency initiatives, and lower electricity and fuel expenses**

Net sales	Increase factors	■ Solid demand for cold rolling tools and tools for ultra high pressure generator ■ Sales of can manufacturing molds and motor core molds were strong ■ Carbide materials for overseas markets were strong
	Decrease factors	■ Decreased demand for non-carbide products such as kneading tools for semiconductor applications
Profits	Increase factors	■ Increased in net sales ■ Reduced outsourcing processing costs through efficiency measures ■ Lower electricity and fuel costs
	Decrease factors	■ surging cost of raw materials ■ Increase in expenses due to expansion of investments in human resources

Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2026

- **Consolidated net sales increased y/y, slightly short of forecast**
- **Profits at each stage increased from y/y and forecast**

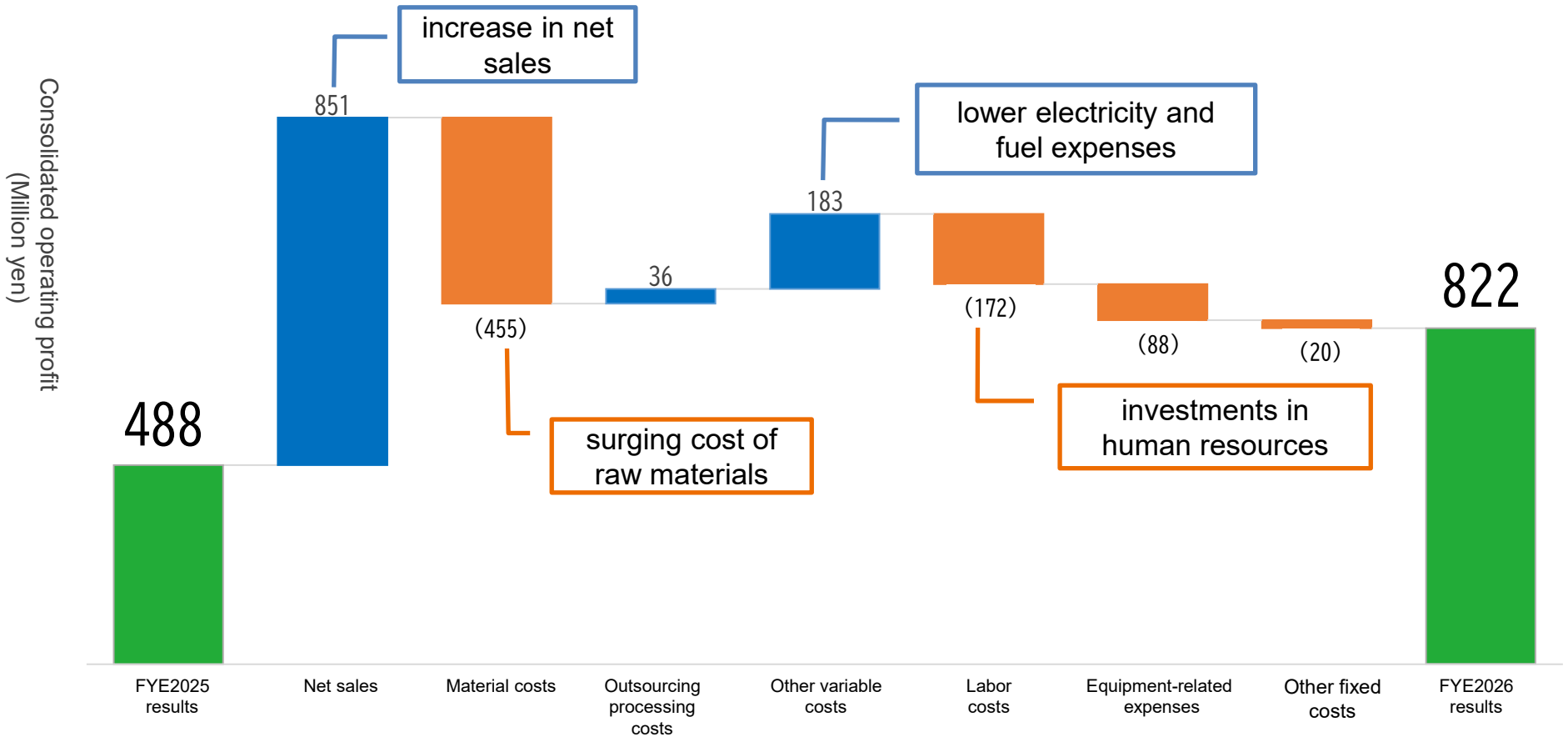
(Million yen)	FYE2025 results	FYE2026 results	Year-on-year change rate	FYE2026 forecast	forecast progress rate
Net sales	16,595	**17,446**	5.1%	17,670	98.7%
Operating profit	488	**822**	68.5%	600	137.1%
[Operating profit margin]	[2.9%]	[4.7%]	[60.3%]		
Ordinary profit	603	**883**	46.5%	700	126.2%
[Ordinary profit margin]	[3.6%]	[5.1%]	[39.3%]		
Profit attributable to owners of parent	426	**573**	34.6%	460	124.6%
[Profit margin]	[2.6%]	[3.3%]	[28.0%]		
Basic earnings per share	21.42yen	**29.03yen**	35.5%	23.12yen	-
Equity ratio	81.0%	**79.6%**	-	-	-

(Amounts rounded down to the nearest million yen)

Consolidated Operating Profit for the Fiscal Year Ended March 31, 2026 - Factors of Increase/Decrease (Y-o-Y)

Operating profit

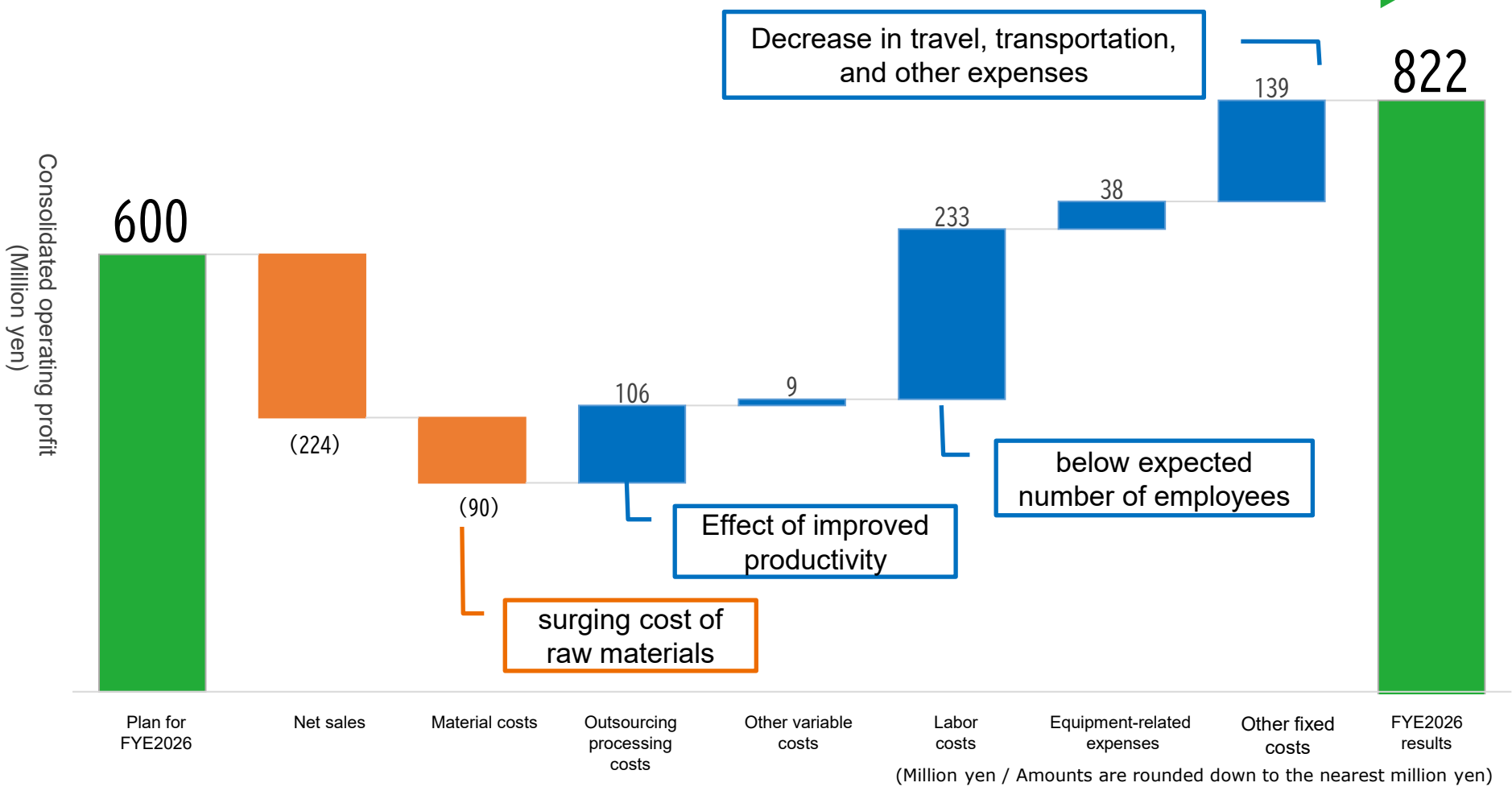
Operating profits increased year-on-year due to increase in net sales, reduced outsourcing processing costs through efficiency initiatives, and lower electricity and fuel expenses



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

Consolidated Operating Profit for the Fiscal Year Ended March 31, 2026 - Factors of Increase/Decrease (Versus Forecast)

Operating profit: 222 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 para tungstate) price: $375/10kg
(2) Exchange rate: 145yen/U.S. dollar

Results for the fiscal year ended March 31, 2026
(1) APT (ammonium para tungstate) price: $854/10kg（Average for FY2026）
(2) Exchange rate: 150yen/U.S. dollar (Average for 2025)

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

- Current assets increased by 161 million, due to increases of 546 million in raw materials and supplies, 344 million in accounts receivable, 158 million work in process – trade, despite a 1,000 million decrease in securities
- Non-current assets decreased by 80 million, due to a decrease of 302 million in buildings and structures (net), despite increases 94 million in machinery and equipment (net), 72 million in investment securities, and 64 million in construction in progress

Financial Status

March 31, 2026 * [ ] is the difference from March 31, 2025

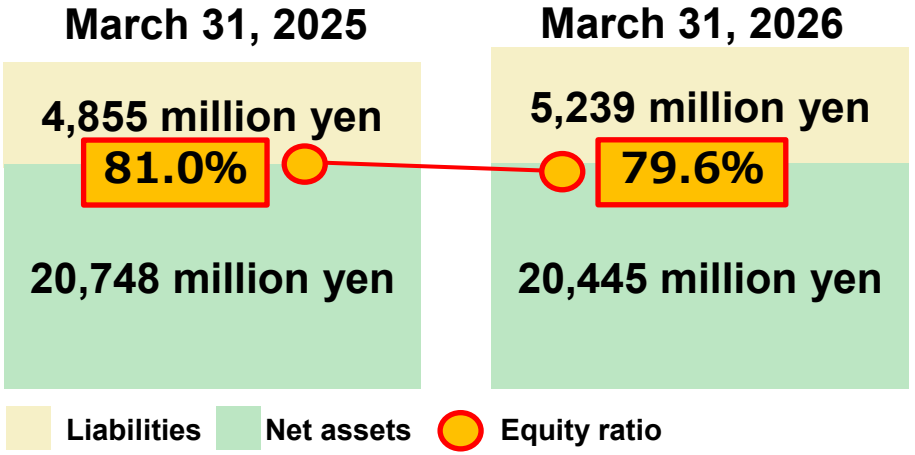
Assets
25,684 million yen
[80 million yen]

Liabilities
5,239 million yen
[383 million yen]

Net assets
20,445 million yen
[(302) million yen]

Million yen	March 31, 2025	March 31, 2026
Current assets	14,909	15,070
Non-current assets	10,694	10,613
Total assets	25,603	25,684
Current liabilities	3,395	3,885
Non-current liabilities	1,460	1,353
Total liabilities	4,855	5,239
Total net assets	20,748	20,445

Liabilities, Net Assets and Equity Ratio



Cash and deposits	7,130 million yen
Raw materials and supplies	1,845 million yen
Buildings and structures, net	4,431 million yen
Machinery, equipment and vehicles, net	2,199 million yen
Short-term borrowings	22 million yen
Long-term borrowings	- million yen
Retirement benefit liability	1,322 million yen
Retained earnings	19,463 million yen
Accumulated other comprehensive income	1,148 million yen

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

Fiscal Year Ended March 31, 2026 - Statements of Cash Flows

Operating CF : Profit before income taxes [885 million yen]
Depreciation [1,074 million yen]
Investing CF : Purchase of property, plant and equipment [829 million yen]
Payments into time deposits [793 million yen]
Proceeds from withdrawal of time deposits [980 million yen]
Financing CF : Dividends paid [794 million yen]
Purchase of treasury shares [310 million yen]

(Million yen)	Results for the fiscal year ended March 31, 2025	Results for the fiscal year ended March 31, 2026	Increase/ Decrease
CF from operating activities	**1,800**	**1,159**	(640)
CF from investing activities	**(849)**	**(723)**	125
Free CF	**951**	**436**	(514)
CF from financing activities	**(659)**	**(1,126)**	(466)

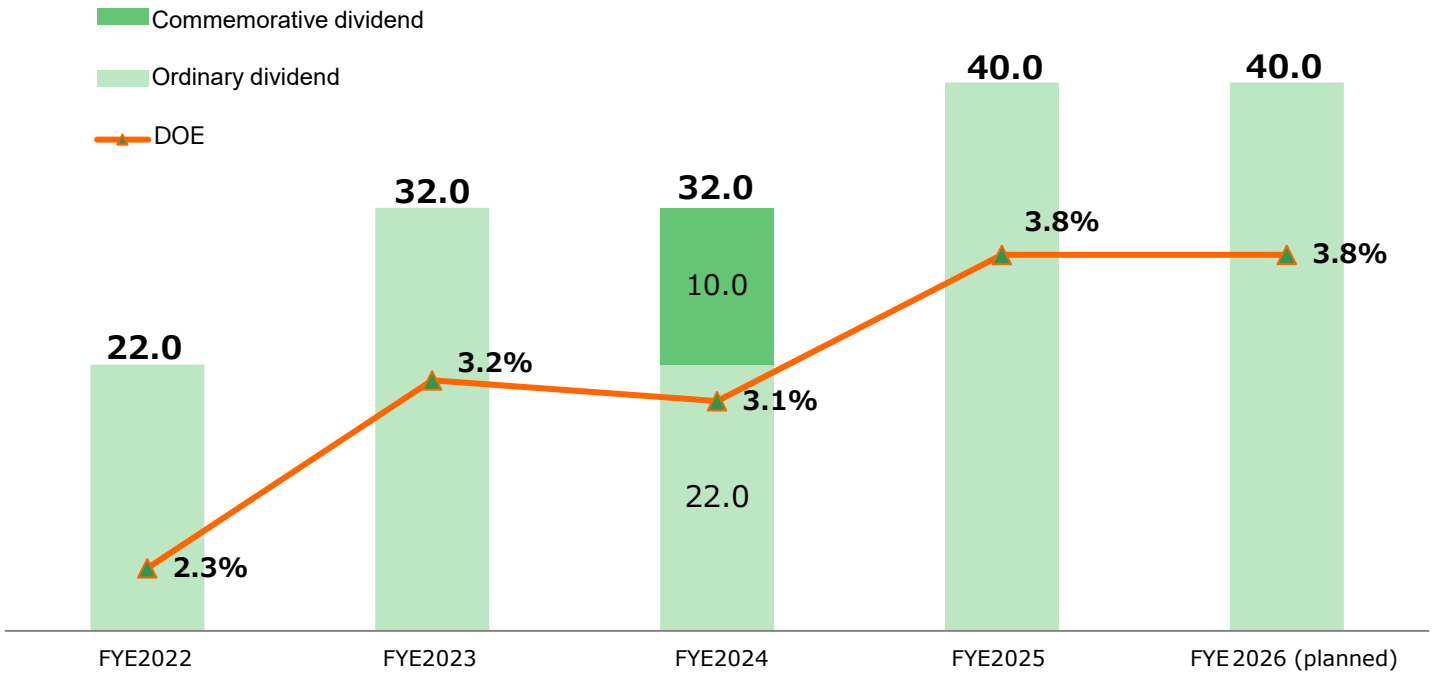
(Rounded down to the nearest million yen)

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

A dividend of 40 yen per share is planned for the fiscal year ending March 31, 2026, unchanged from the previous fiscal year.

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%.**
- **Share repurchases implemented as a shareholder return measure.**
  (Announced on August 12, 2025; period of acquisition : From August 18, 2025 to December 4, 2025)



※The term-end dividend for the FYE2026 will be the dividend per share approved at the 70th annual general Meeting of Shareholders.

02

Progress of the Medium-Term Management Plan 2026 and Initiatives for the Fiscal Year Ending March 31, 2027

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

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

Progress of Priority Measures and Initiatives for the Fiscal Year Ending March 31, 2027
(1) Strengthen the Management Foundation

FYE2026 progress

- **Jun. 2025: Transitioned from a company with an Audit and Supervisory Board to a company with an Audit and Supervisory Committee [Enhancing governance]**
- **Jul. 2025: Following a review of the Group's corporate philosophy, formulated a new vision "Providing Inspiring Moments through people, materials, and technologies," aiming toward reaching the status of a 100-year company [Enhancing organizational capability]**
- **Mar. 2026: Promoted improvements in business efficiency by introducing a workflow system and commencing its operation [Improving business efficiency]**

FYE2027 initiatives

- **Effective from June 24, 2026, the Company will transition to a co-representative director structure to further strengthen and enhance its management structure.**

  While Chairman Haruta will be responsible for the formulation of management strategies, external relations, and oversight, President Tsuda will be responsible for the formulation and execution of annual plans and business strategies as the executive officer responsible for operations.

  The two will increase the quality and speed of management decision-making by working together to drive management, while clarifying their respective roles and responsibilities.

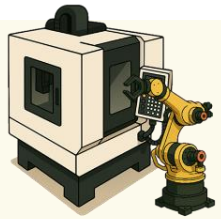
Right: Yoshikazu Haruta,
Incoming Representative Director and Chairman
(Currently, Representative Director and President)

Left: Masanobu Tsuda,
Incoming Representative Director and President,
Division Director of Overseas Business Div.
(Currently, Managing Director, Division Director of Overseas Business Div.)

Progress of Priority Measures and Initiatives for the Fiscal Year Ending March 31, 2027
(2) Increasing Productivity and Improving Business Efficiency

FYE2026 progress

[Automation] Completed all automation investment projects (160 million yen) as planned



Kumamoto Manufacturing Plant

- Added industrial robots to the forming machine in the metallurgical process and began full-scale operation in January Promotion of labor-saving
- Conducted a test introduction of automated robots into polishing operations in August 2025 and began full-scale operation in November 2025 Promotion of labor-saving
- Began full-scale operation of a system that automatically optimizes parts placement in July 2025
  Improvement in utilization efficiency of raw materials

Okayama Manufacturing Plant

- Introduced automated floor-cleaning robots in May 2025 and rolled out to other bases in February 2026
  Reduction of indirect operation time and promotion of labor-saving

Koriyama Manufacturing Plant

- Added a robotic arm to the powder compacting press machine in the metallurgical process; introduced in December 2025; currently under testing Promotion of labor-saving
  Automated the filling of carbon cases for sintering

Hadano Plant

- Introduced automated robots into grinding operations and began full-scale operation in February
  Promotion of labor-saving
- Introduced automated brazing machines in the plug production process and began full-scale operation in January Stabilization of quality and improvement in productivity

Automation utilization rate for FYE2026 implementation projects: 40%

FYE2027 initiatives

Promote labor-saving through further automation of metallurgical process

Increase utilization rate to 100% during H1 FY2027

Okayama Manufacturing Plant

- Expand a successful case at Koriyama Manufacturing Plant to other bases by introducing NC lathes and automatic workpiece changers (scheduled for May)

Koriyama Manufacturing Plant

- Introduce 100t automated press robots to automate material powder filling, powder compaction, and part removal/alignment (scheduled for August)

NC lathes & automatic workpiece changers
(for illustrative purposes only)

Progress of Priority Measures and Initiatives for the Fiscal Year Ending March 31, 2027
(3) Leaping Forward in Overseas Business

China

FUJI DIE TRADING (SHANGHAI): sales office

FYE2026 progress

Proactively exhibited at trade shows mainly in the South China area to increase awareness of Dongguan Branch and expand sales
Enjoyed strong sales of optical equipment-related products, driven by robust sales of products for automotive and smartphone applications, coupled with a recovery in product demand for surveillance cameras

FYE2027 initiatives

Focus on existing customers and sales of high value-added products

North America

FYE2026 progress

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

FYE2027 initiatives

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

India

FUJILLOY INDIA PRIVATE LIMITED: sales office

FYE2026 progress

Launched the business restart project; strengthened market research and sales expansion activities in the local market
Exhibited at a trade show in January

FYE2027 initiatives

Contract with local agent on April 1
Commence operations centered on Delhi and Bengaluru

ASEAN

FUJILLOY (THAILAND): production site/sales office
FUJILLOY MALAYSIA: sales office
FUJILLOY INDONESIA: production site/sales office

FYE2026 progress

Thailand: Amid weak sales of our core product, transportation equipment, expanded sales of products outside the transportation-equipment category
Indonesia: Expanded sales of battery-related products for local subsidiaries of Western companies
Malaysia: Experienced weak sales of semiconductor-related products

FYE2027 initiatives

Thailand: Expand production capacity to increase sales to other industries
Indonesia: Strengthen sales activities in Surabaya, Indonesia's second-largest city
Malaysia: Develop markets with a focus on transportation equipment-related products

Target overseas sales ratio for FYE2027: 25% or more

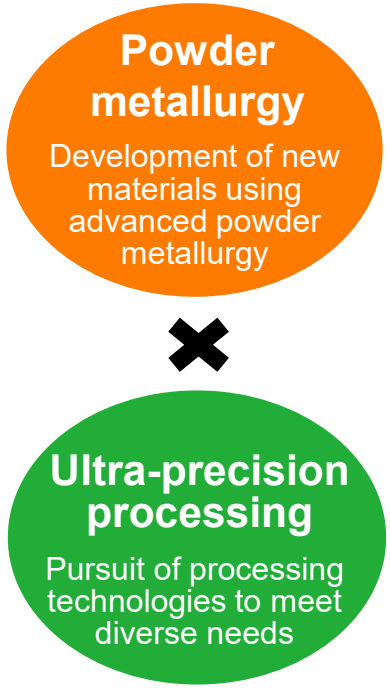
Actual overseas sales ratio for FYE2026: 22.7%
(Up 3.2 points from 19.5% in FYE2025)

Progress of Priority Measures and Initiatives for the Fiscal Year Ending March 31, 2027
(4) Contributing to a Zero Carbon / Recycling-Based Society

Initiatives Developing products for growth sectors that contribute to a decarbonized circular economy

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	On sale	
Next-generation Vehicles	(1) Materials for high-precision glass molding dies (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 evaluation by customers	
Saving Resources	(1) Tungsten- and cobalt-saving alloy (STN30) (2) Tungsten- and cobalt-saving alloy added to lineup (3) New manufacturing process for cemented carbide	(1) On sale (2) Under development (3) Under development	



Progress of Priority Measures and Initiatives for the Fiscal Year Ending March 31, 2027
(4) Contributing to a Zero Carbon / Recycling-Based Society — Next-generation Energy

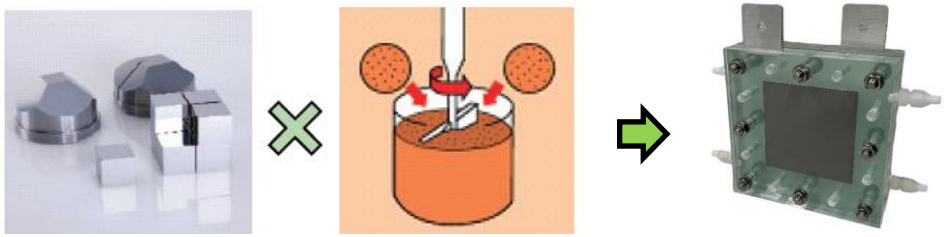
Catalysts and electrodes (PME*) for electrochemical-reaction applications, including metal-air rechargeable batteries

* PME: Powder Metallurgy Electrode

Received the Life and Social Problem Solution-Related Component Award at the 2025 'CHO' MONODZUKURI Innovative Parts and Components Awards
(organized by Monodzukuri Nippon Conference / NIKKAN KOGYO SHIMBUN)

Market launch phases

Start development → Under evaluation by customers



Ultra high pressure synthesis technology (catalyst development) × Powder metallurgy technology (making an electrode) → High-performance catalyst electrode (PME)

- Electrodes used in equipment that generates hydrogen via water electrolysis
- New electrodes reduce power consumption required for hydrogen production via water electrolysis by 20% compared to conventional electrodes
- Catalyst consists of calcium, copper and iron oxides (precious-metal free)

FYE2027 initiatives

Considering mass production with the aim of commercialization in FYE2028

Progress of Priority Measures and Initiatives for the Fiscal Year Ending March 31, 2027
(4) Contributing to a Zero Carbon / Recycling-Based Society
— Next-generation Optical Communications

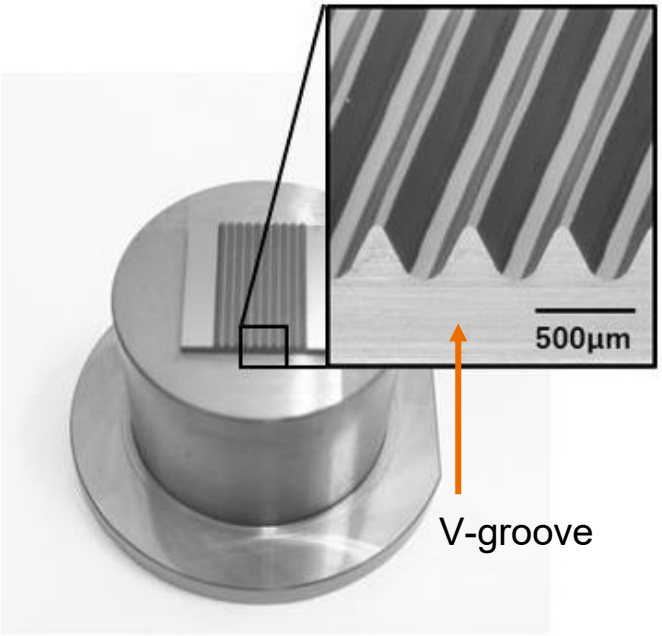
Molds for optical fiber arrays for next-generation optical communications

Leveraging ultra-precision processing technology to expand into molds for optical fiber arrays used in data centers and other next-generation optical communications

Market launch phases

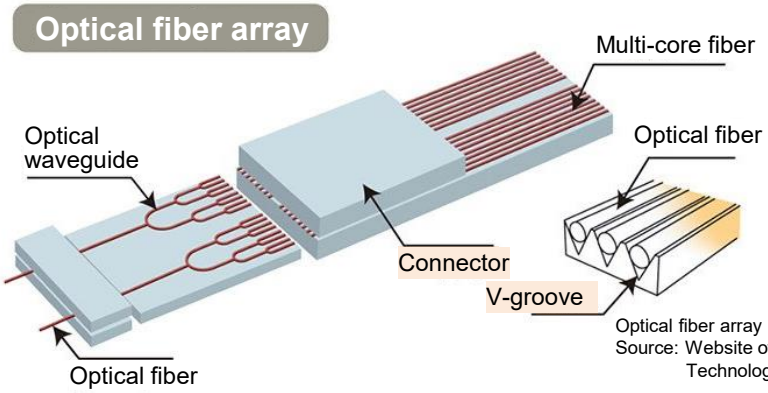
Start development → On sales

- **Fabrication of molds for optical connectors used to connect ultra-thin optical fibers indispensable in high-speed, large-capacity data transmission, achieving dimensional accuracy below 0.1μm[*1] through cutting-edge ultra-precision processing technology**



Mold for optical connector

*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.



Source: Website of New Energy and Industrial Technology Development Organization (NEDO)

- ◆ Dozens of fine grooves called V-grooves are formed on the surface of an optical connector, which serves as the connection point between optical fibers. Each optical fiber branching from the cable is fitted into an individual groove.
- ◆ Extremely high precision is required, as even a 0.1μm error cannot be tolerated. This is because even slight misalignment of the axes of connected optical fibers can result in data transmission loss.

FYE2027 initiatives

Commence ultra-precision processing development and mass production of molds for optical fiber arrays

Progress of Priority Measures and Initiatives for the Fiscal Year Ending March 31, 2027
(4) Contributing to a Zero Carbon / Recycling-Based Society — Resource-saving

Tungsten- and cobalt-saving alloy STN30

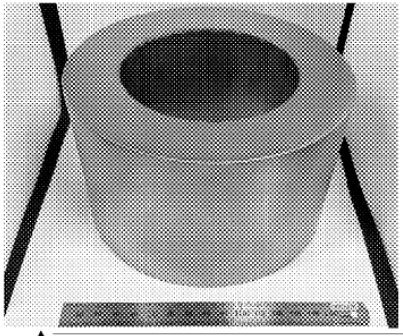
- Full-scale sales of the new alloy STN30 began in October 2025, which provides a specific gravity comparable to steel and wear resistance equivalent to cemented carbide and four times higher than that of steel, while significantly reducing the use of rare metals vulnerable to geopolitical risks
- Considering a business alliance with DIJET INDUSTRIAL

Market launch phase

Start development → On sale

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。

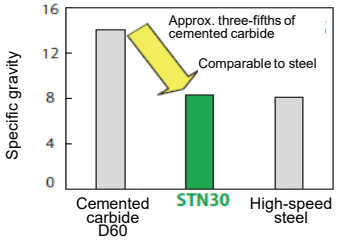
冨士ダイスは地政学リスクに影響されない安定供給を目指し、産出地が偏在するレアメタル（希少金属）の使用を抑えた合金開発を進めている。23年に超硬合金の主原料であるタングステンとコバルトの含有量を約9割削減した合金「サステロイ ST60」を開発し、発売。レアメタルを約9割削減という特長を生かしながら、今回、材料設計の見直しなどにより、局部的な摩耗にも耐えられるようにした。

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。

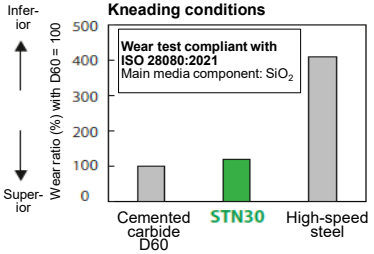
[Nikkan Kogyo Shimbun, October 27, 2025]

Merits of new alloy STN30

1. Lightweight

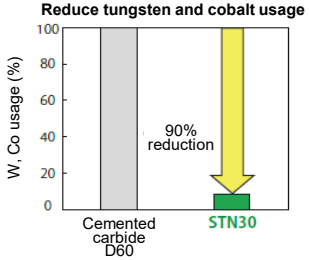


2. High wear resistance



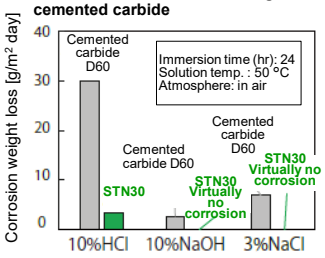
3. Resource saving

Reduce tungsten and cobalt usage by 90%



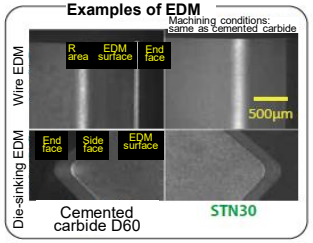
4. High corrosion resistance

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

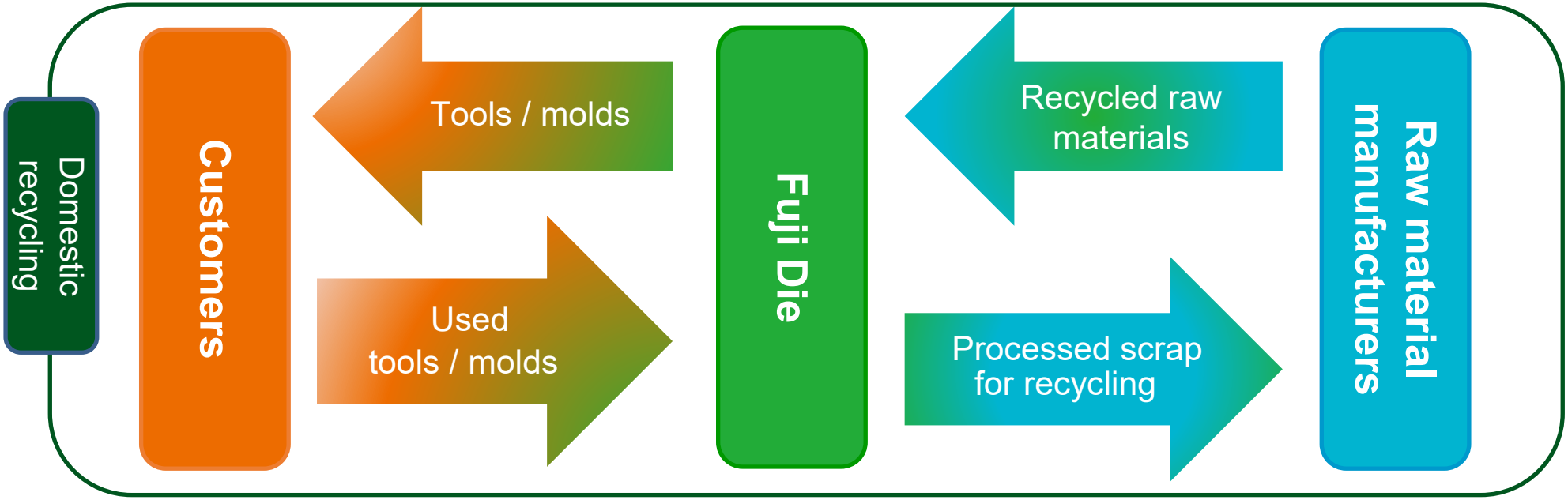
FYE2027 initiatives

We plan to expand our product lineup in anticipation of increasing demand for alternatives to cemented carbide wear-resistant materials.

Progress of Priority Measures and Initiatives for the Fiscal Year Ending March 31, 2027
(5) Development of New Business

FYE2026 progress
Launch of a recycling business for cemented carbide wear-resistant tools and molds

- Completed all necessary application procedures for scrap collection
  Designated model areas and commenced trial collection last October
  Expanded our coverage to the entire country and are actively conducting collection activities
- 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



FYE2027 initiatives

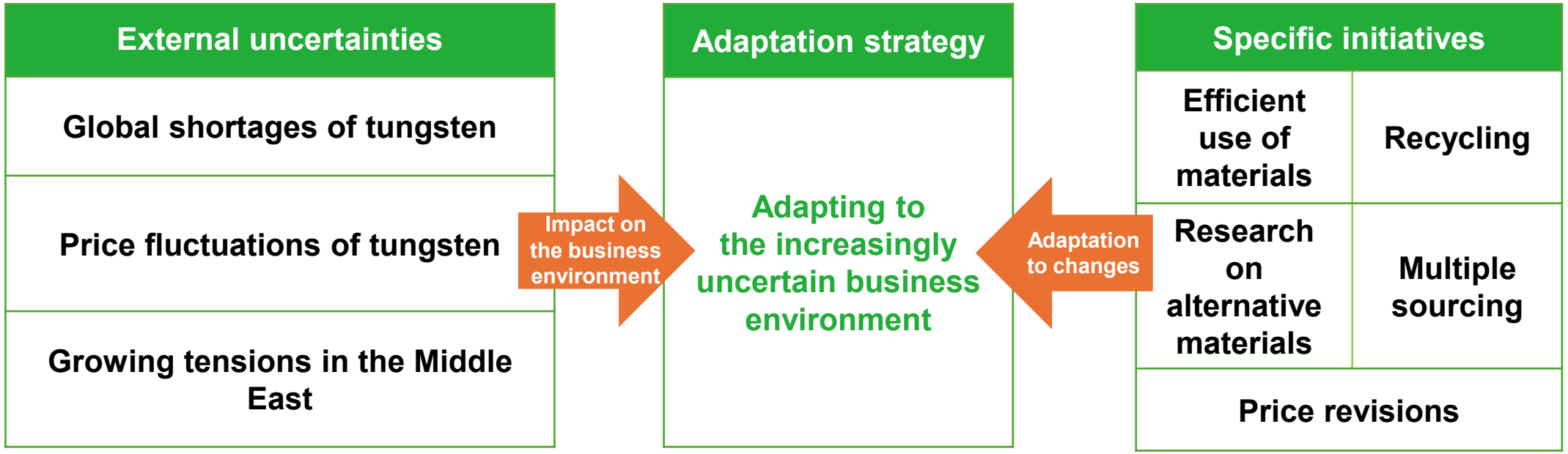
- Aim to source approximately 10% of our raw materials from recycled sources
- Currently exploring M&A and business partnerships to accelerate the launch of new ventures

03

Financial Results Outlook for the Fiscal Year Ending March 31, 2027

Adapting to the Business Environment

Steadily and promptly advancing efficient use of materials, recycling, research on alternative materials, multiple sourcing, and price revisions to adapt to the increasingly uncertain business environment, including global shortages and price fluctuations of tungsten—the primary raw material for cemented carbide—and growing tensions in the Middle East



While we are temporarily suspending the acceptance of new orders for our copper tungsten alloy (CE08), our mainstay cemented carbide tools and molds are currently produced and shipped largely as planned.

Financial Results Outlook for the Fiscal Year Ending March 31, 2027

- Revised the targets for the final year of the “Mid-Term Management Plan 2026” in light of changes in the business environment.
- Revenue is expected to increase year over year due to price adjustments to pass on rising raw material costs.
- Operating income is expected to decline year over year due to rising raw material costs and a projected decrease in sales volume resulting from price adjustments. It is forecast at 700 million yen, a 14.9% decrease from the previous fiscal year.

Operating profit
700 million yen
(Down 14.9% year on year)

(Million yen)	FYE2026 results	FYE2027 Q2 results forecast	FYE2027 results forecast	Change year on year at end of period	% change year on year at end of period
Net sales	17,446	12,000	26,000	8,553	49.0%
Operating profit	822	390	700	(122)	(14.9%)
[Operating profit margin]	[4.7%]	[3.3%]	[2.7%]	[(2.0%)]	
Ordinary profit	883	420	780	(103)	(11.7%)
[Ordinary profit margin]	[5.1%]	[3.5%]	[3.0%]	[(2.1%)]	
Profit attributable to owners of parent	573	280	520	(53)	(9.3%)
Basic earnings per share	29.03	14.30	26.56	(2.47)	-
Dividend per share	40.0yen	-	40.0yen	0yen	-
DOE	3.8%	-	4.0%	0%	-

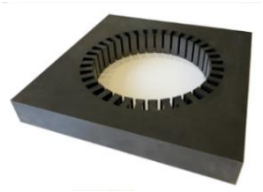
Assumptions for profit forecast for the fiscal year ending March 31, 2027
(1) APT (ammonium paratungstate) price: $3,000/10 kg
(2) Exchange rate: 155 yen/U.S. dollar

(Amounts are rounded down to the nearest million yen)

Please note that the earnings outlook is subject to significant uncertainties, including fluctuations in tungsten prices and the impact of price pass-through, and is therefore subject to change.

FUJILLOY

Status by Major Industry Category (Non-consolidated Basis, Net sales) — Financial Results Forecast for the Fiscal Year Ending March 31, 2027

Industry category	FYE2026 results	FYE2027 forecast*
Transportation machinery  motor core molds etc.	Despite strong sales of motor core molds, transportation machinery sales fell short of the target due to a shift to local procurement by some customers in overseas markets and a reactionary decline from the previous fiscal year. Target: 2.92 billion yen; Results: 2.82 billion yen Achievement rate: 97%	Transportation machinery sales are expected to be in line with the previous fiscal year, driven by development projects such as new model launches, as well as by increased mass production of hybrid vehicles.
Iron and steel  Rolling mill rolls etc.	Iron and steel sales fell short of the target due to sluggish performance of hot rolling mill rolls for overseas markets, weighed down by a reactionary pullback from the previous fiscal year, as well as to subdued performance of other products. Target: 2.74 billion yen; Results: 2.36 billion yen Achievement rate: 86%	Iron and steel sales are projected to be on par with or slightly lower than the previous fiscal year for domestic markets. Meanwhile, we expect an increase in orders for hot rolling mill rolls for overseas markets.
Non-ferrous & metallic products  Can manufacturing tools etc.	Grooving plugs performed well on a full-year basis due to increased air conditioner production. Can manufacturing tools remained strong, driven by replenishment for expanded lines of certain customers and mass production of in-house developed products. Target: 2.16 billion yen; Results: 2.10 billion yen Achievement rate: 97%	Sales of both air conditioner-related tools and molds and can manufacturing tools are projected to be on par with or slightly lower than the previous fiscal year.

* Non-consolidated sales targets by industry category for the fiscal year ending March 31, 2027 are not disclosed due to significant uncertainties, including tungsten price fluctuations and the impact of price pass-through.
While we expect sales volumes to decrease y/y as a whole, sales are projected to increase y/y, driven by price pass-through of rising raw material prices.

Status by Major Industry Category (Non-consolidated Basis, Net sales) — Financial Results Forecast for the Fiscal Year Ending March 31, 2027

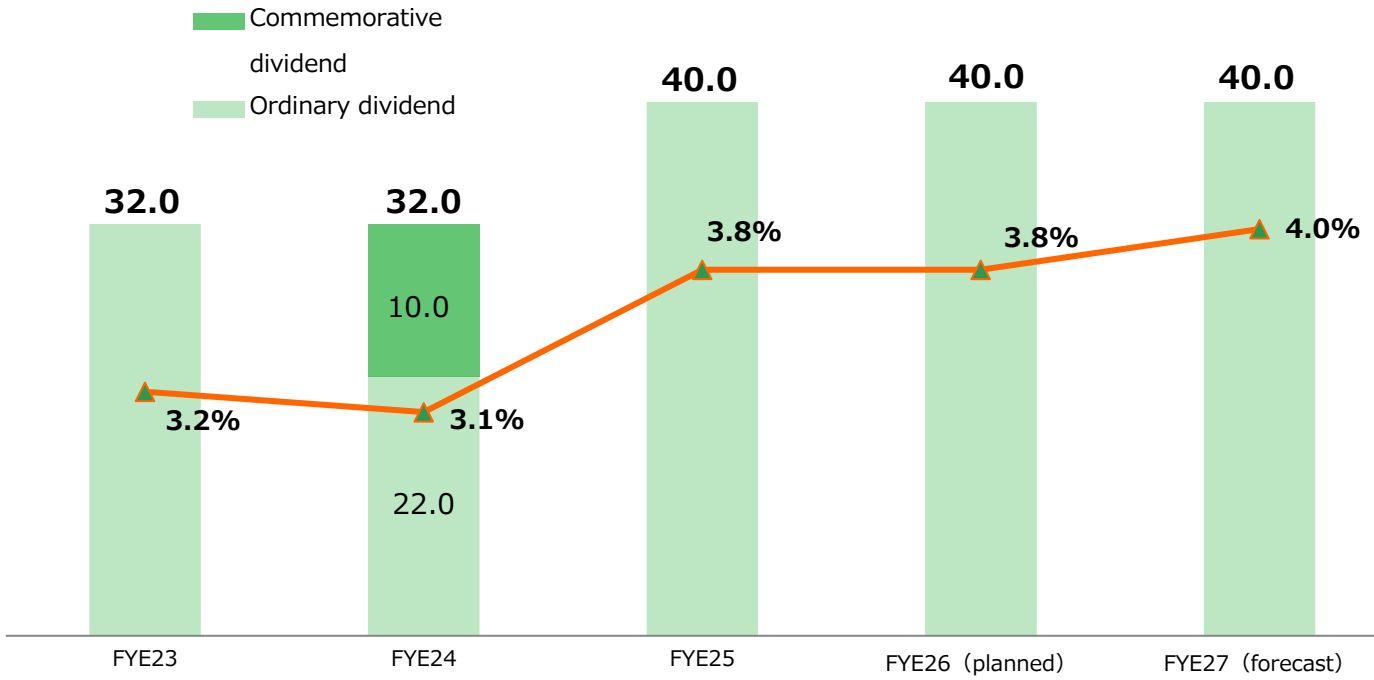
Industry category	FYE2026 results	FYE2027 forecast
Production and commercial machinery  Mold parts for optical elements etc.	Sales of components for semiconductor production equipment declined significantly due to excess customer inventory. Sales volume of optical products decreased, despite advancements in development projects. Demand for high-pressure related products increased, driven by shorter die lives of certain customers. Target: 2.12 billion yen; Results: 1.93 billion yen Achievement rate: 91%	Sales of components for semiconductor production equipment are expected to remain sluggish. Optical product sales are likely to increase, driven by replacement of existing materials and application to new products. High-pressure related products are projected to remain robust.
Electrical & electronic components  Mold parts for battery etc.	Battery-related sales increased as growth in energy storage and data center applications more than offset lower sales for automotive applications. Sales of magnet-related products increased due to orders received for new molds. Products for semiconductor encapsulants experienced delayed recovery due to sluggish performance in volume markets, including power semiconductors. Target: 1.54 billion yen; Results: 1.70 billion yen Achievement rate: 110%	Demand for battery-related products is expected to increase both for automotive and data center applications. Recovery of products for semiconductor encapsulants is expected from H2 onward.
Materials for mold parts and tools 	Although EV-related orders recovered rapidly, driven by development projects and limited order intake by competitors, sales did not increase accordingly. Sales of carbide materials for overseas markets remained strong on a full-year basis. Target: 2.79 billion yen; Results: 3.38 billion yen Achievement rate: 121%	Outlook remains difficult to assess, as performance is highly susceptible to developments in tungsten supply-demand conditions, price revisions, and other factors, while the suspension of order acceptance for copper-tungsten alloys due to delays in raw material procurement is expected to continue.

Shareholder Returns / Dividends for the Fiscal Year Ending March 31, 2027

40 yen per share for the fiscal year ending March 31, 2027 (plan)

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, 2027, we plan 40 yen per share, the same amount as for the previous year.**



※ The term-end dividend for the FYE2026 will be the dividend per share approved at the 70th annual general Meeting of Shareholders.

04

Realization of Management Conscious of Capital Cost and Share Prices

Realization of Management Conscious of Capital Cost and Share Prices

1. Current analysis and issues

- ►Our shareholders' equity cost is recognized as approximately 4.5-5.0%
- ►Although ROE improved year over year due to increased sales and profit growth driven by efficiency measures, it remains below the cost of capital due to factors such as a deterioration in the profit structure caused by soaring raw material costs.
- ►As a result of our efforts to enhance shareholder returns—including proactive investor relations activities and share repurchases—our stock price has risen and our PBR has exceeded 1.0. However, profitability has fallen short of the targets set in our medium-term management plan, due in part to soaring raw material costs.

Improving profitability is the important issue

Shareholders' equity cost 4.5%-5.0% > ROE Approx. 2.8%*1 → PBR Approx. 1.11x*2

*1 March 31, 2026

*2 Calculated based on the share price at close on March 31, 2026 (1,156 yen)

Indicator	Target (FYE2027)	FYE2024	FYE2025	FYE2026
ROE	7.0% or more	3.5%	2.1%	2.8%
PBR	1x or more	Approx. 0.66x	Approx. 0.72x	Approx. 1.11x
DOE	Aim for 4%	2.1% *3	3.8%	3.8%
(Reference) Share price at close on fiscal year-end	—	687yen	754yen	1,156yen

*3 Calculated based on ordinary dividend DOE was 3.1% when including commemorative dividend (10 yen per share)

Future Initiatives

2. 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

➤Improve productivity and business efficiency primarily through automation at production departments and utilization of the new core system
➤Focusing on high-value-added products in China, expanding into new industries in ASEAN, and resuming operations at our Indian subsidiary
➤Reevaluate pricing strategies
➤Stable procurement of raw materials through expanded recycling operations and supplier diversification
➤Promoting a Business Alliance for Low-Tungsten, Low-Cobalt Alloys
➤ Improve efficiency of shareholders’ equity (investment) through dividend increases and share buybacks

➤Improve recognition and understanding by strengthening IR measures (such as more frequent and content-rich briefings for individual investors)
➤Develop and launch products for growth fields by leveraging our core technologies in powder metallurgy and ultra-precision processing
➤Strengthen growth potential by expanding into new domains (including M&A)

05

APPENDIX

Company Profile (As of May 2026)

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	1,078 (as of March 31, 2026; 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)

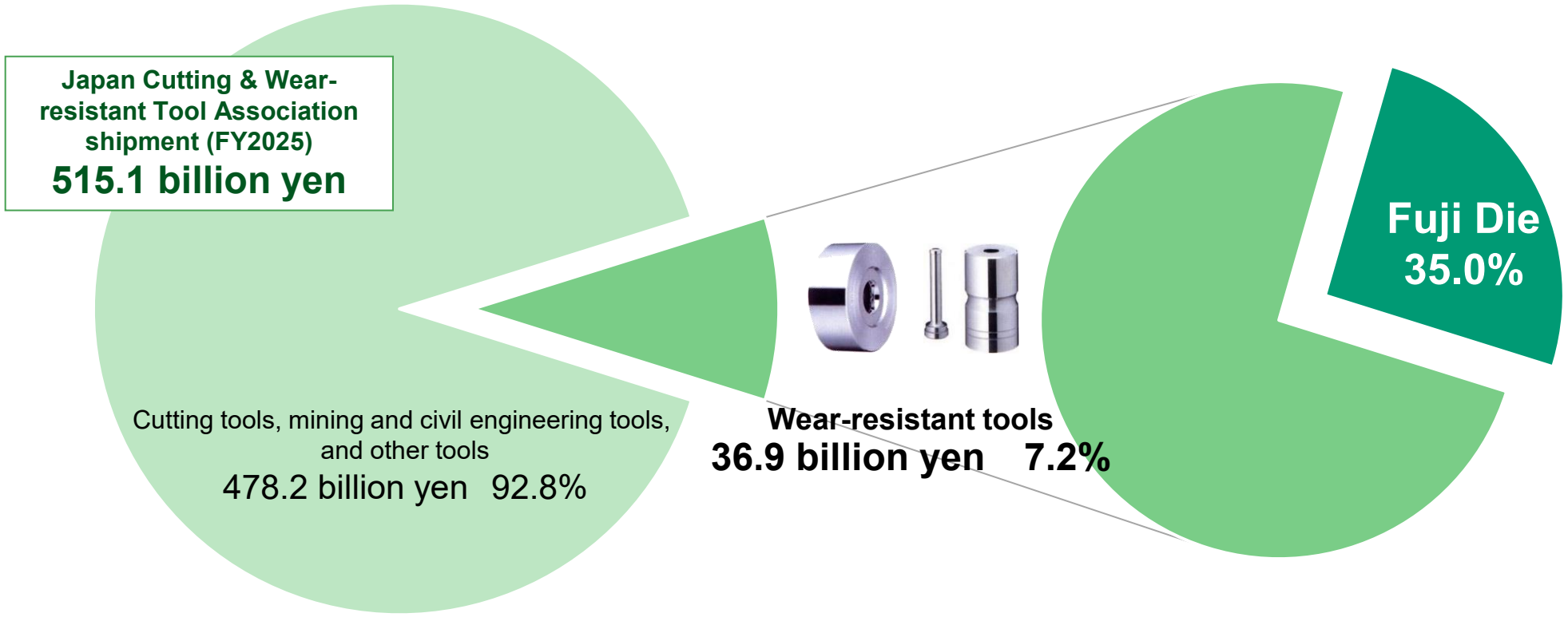
Financial foundation: Continued profitable operations and high equity ratio

Net cash	7,107 million yen
Free cash flow	436 million yen

(As of March 31, 2026 / Amounts rounded down to the nearest million yen)

79.6% equity ratio
(As of March 31, 2026)

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

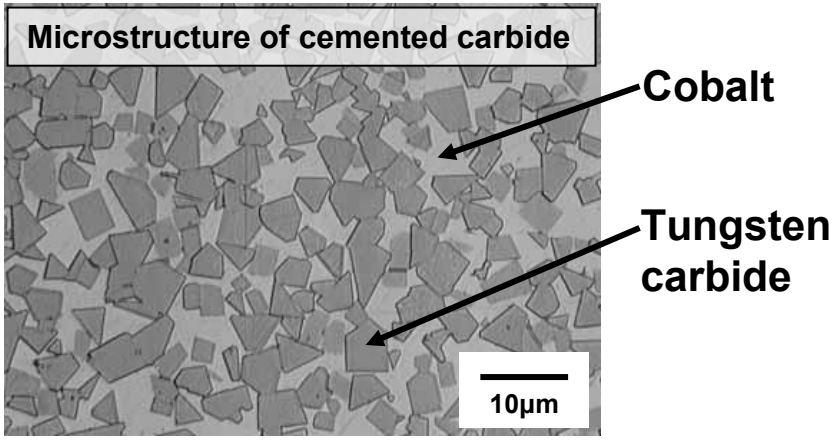


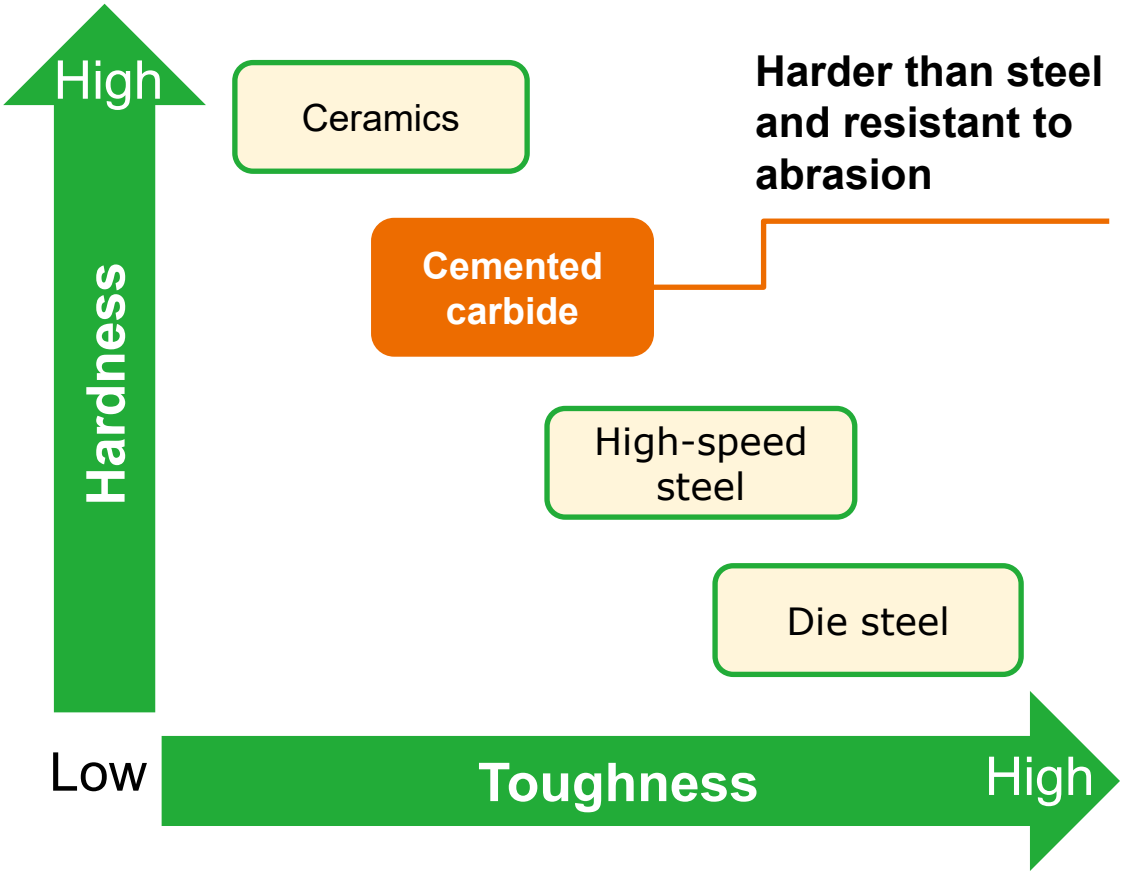
Held the top share in the wear-resistant tools market over a long period

Sales of our carbide tools: 12.9 billion yen [11.7 billion yen/FY2024]

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

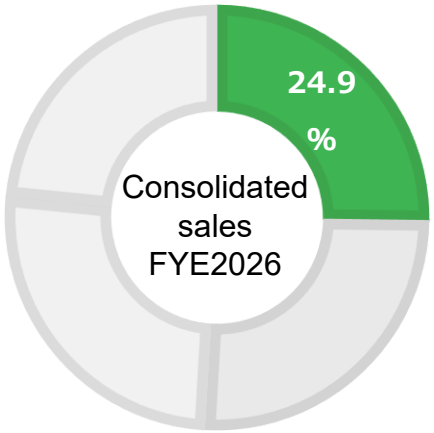




Business Activities - Product Categories

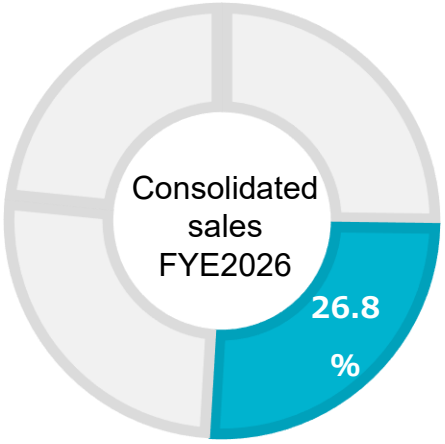
■ Specialized in manufacture of tools and molds (wear-resistant tools) mainly made of cemented carbide

Carbide tools



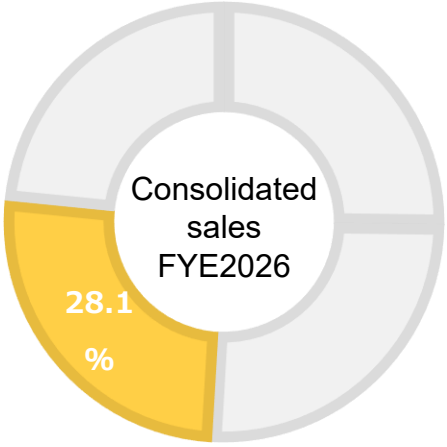
- Dies and plugs
- Grooving plugs
- Hot rolling mill rolls
- Tools for ultra high pressure generator, etc.

Carbide molds



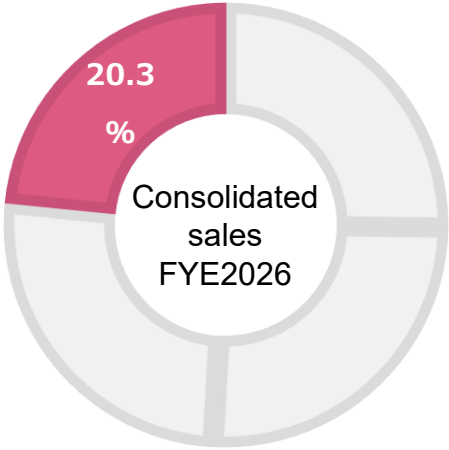
- Molds for automotive parts
- Can manufacturing tools
- Battery-related molds, etc.

Other carbide products



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

Non-carbide

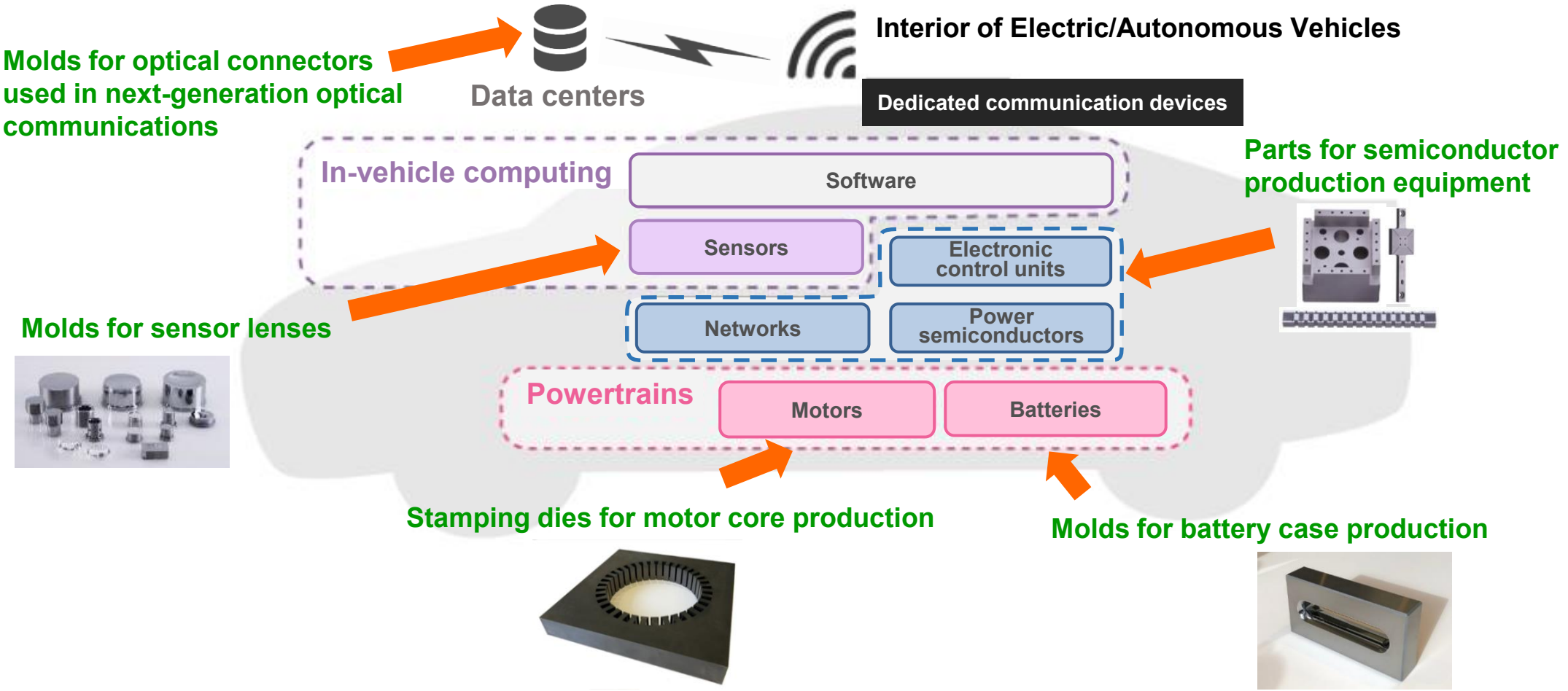


- Steel products
- KF2 products
- Ceramic products
- Diamond grinding wheels
- FHR products
- Copper- tungsten
- NF-metal
- Drawn steel pipes, etc.

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)

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

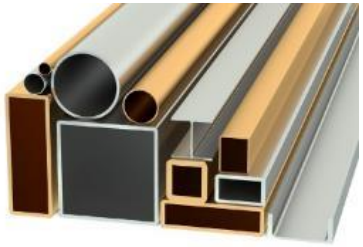
Dies and plugs

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

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 for glass lens molding

End product examples

Cell-phone lenses

Camera lenses

Autonomous driving camera sensor

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

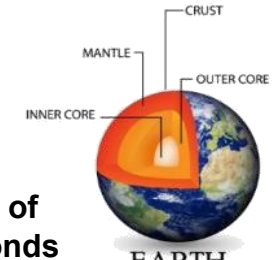
Parts for automobiles and various machines

Our products

High-pressure tools

End product examples

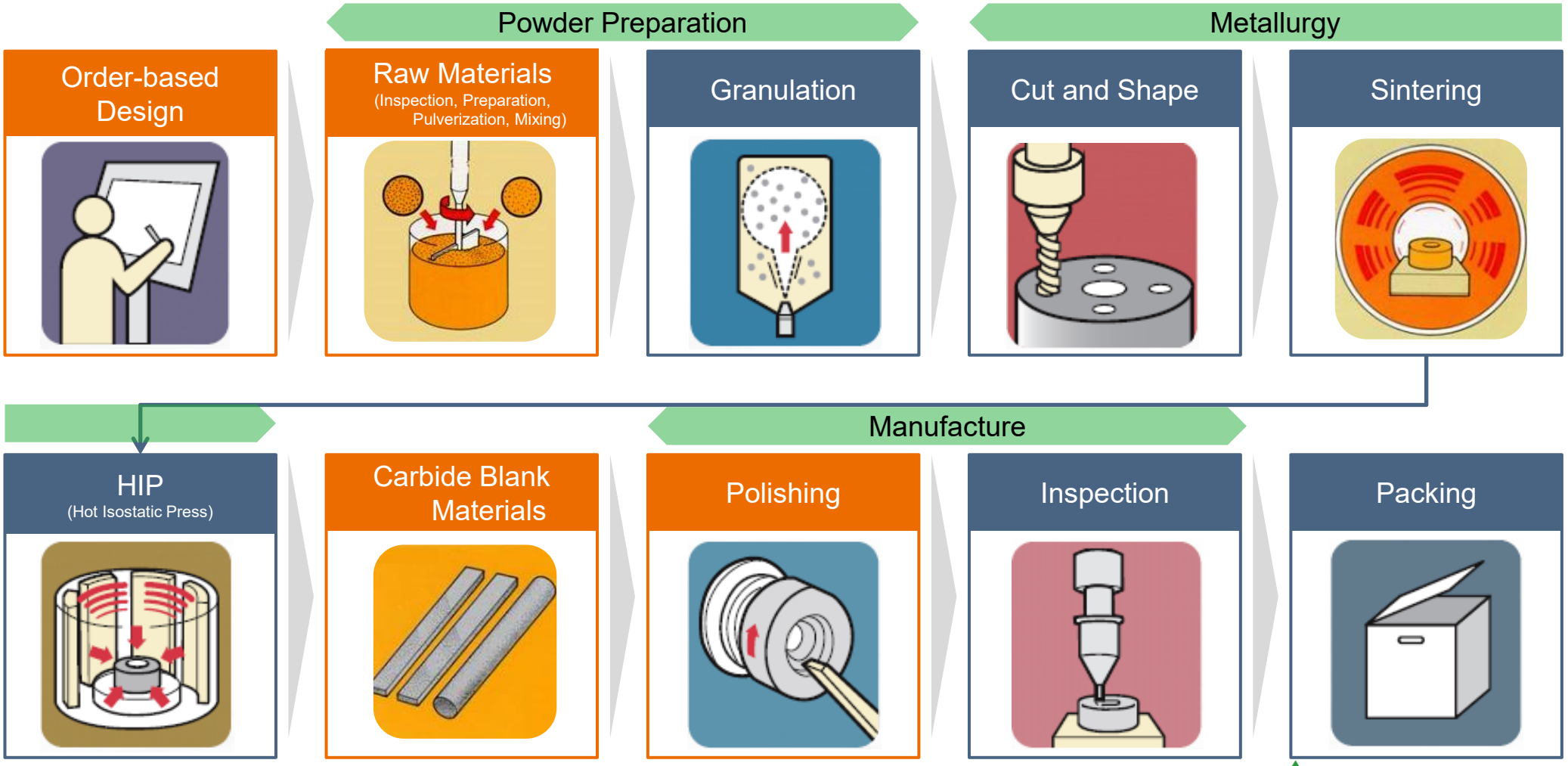
Development of artificial diamonds and new materials



Geophysical research

Solutions for Diverse Orders through Integrated Production System

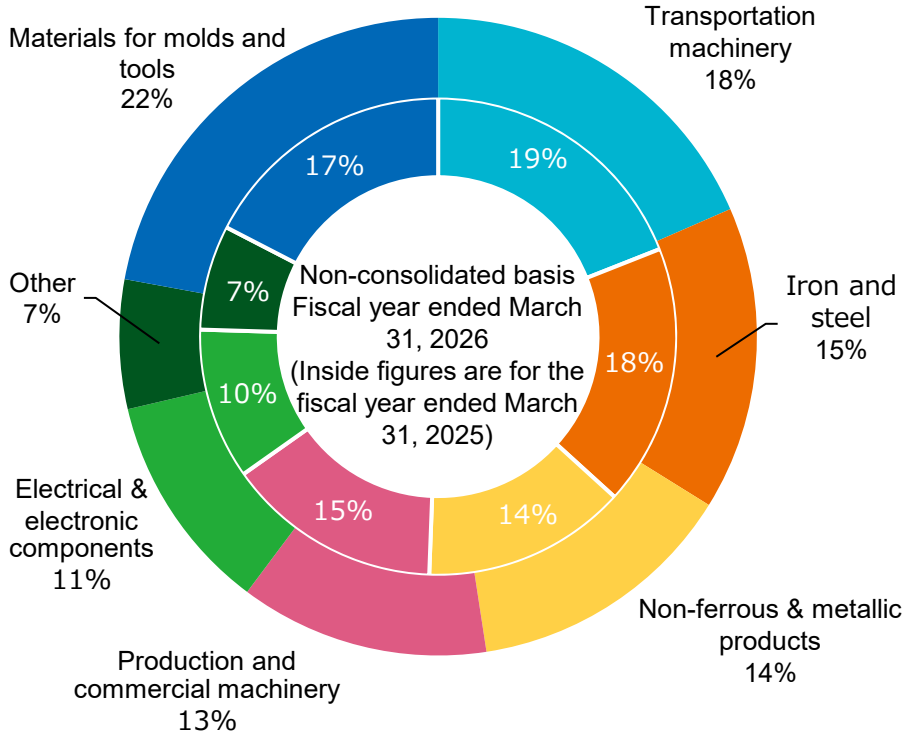
- **Integrated made-to-order production system from design to base powder preparation, sintering, machining, and product inspection**
- **Two core technologies—advanced powder metallurgy and ultra-precision processing technology—enable flexible responses to a wide range of orders (high mix, low volume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



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, 2026)

Japan

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

Overseas

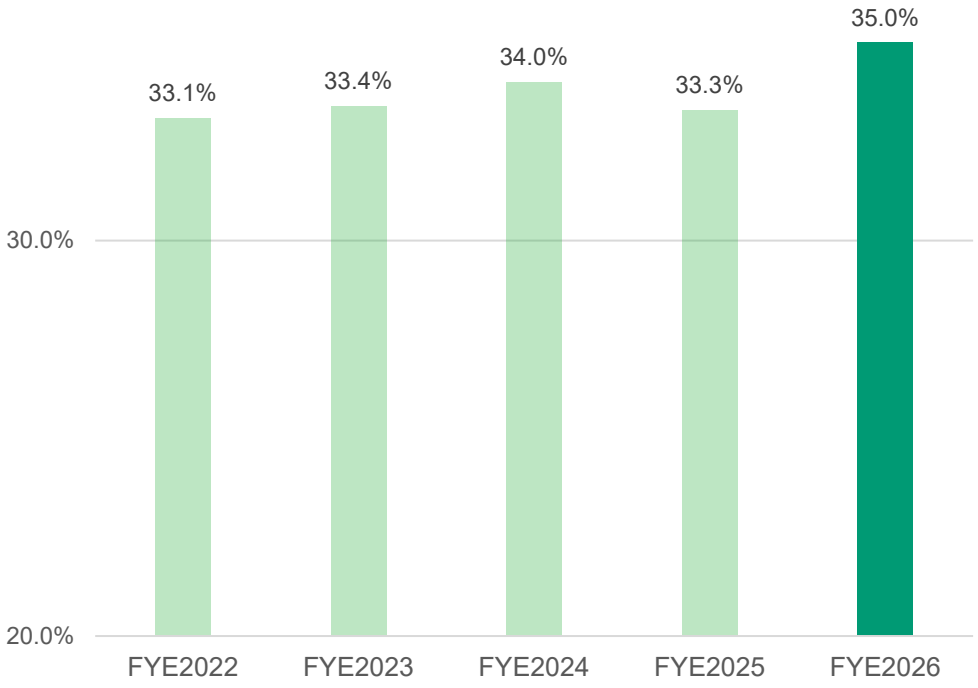
- Production sites and sales offices 2 countries
  Thailand and Indonesia
- Sales offices 3 countries
  China, Malaysia, and India (currently dormant)

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

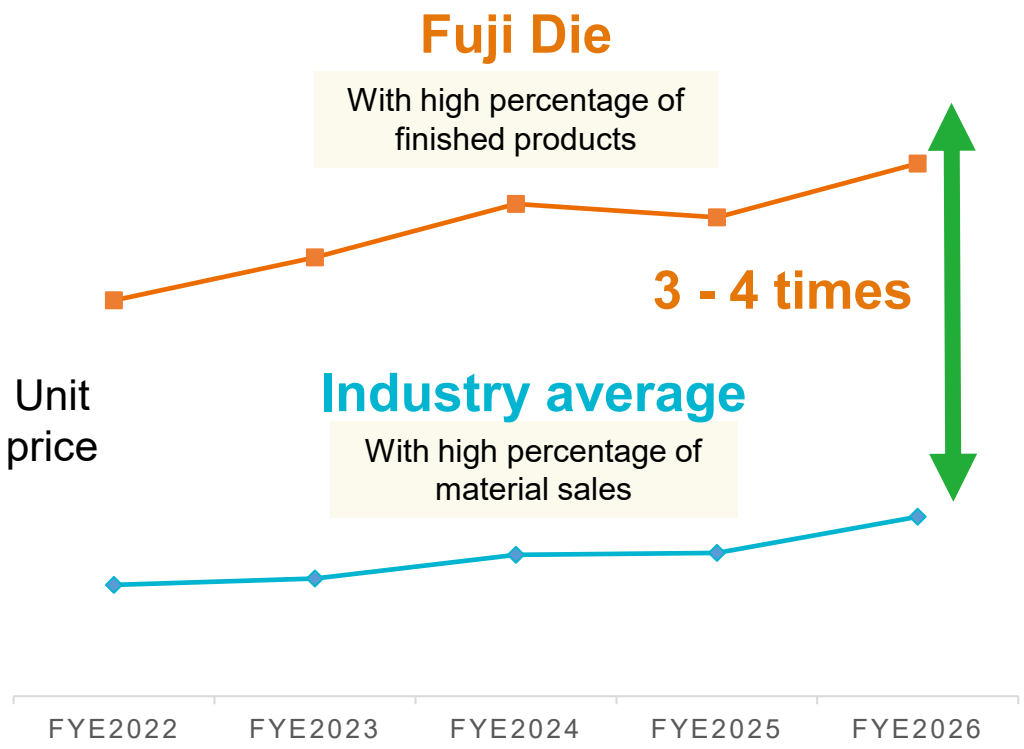
Specialize mainly in sales of high value-added products in low-volume high-mix, with stable sales prices

Share of carbide wear-resistant tools shipment in Japan



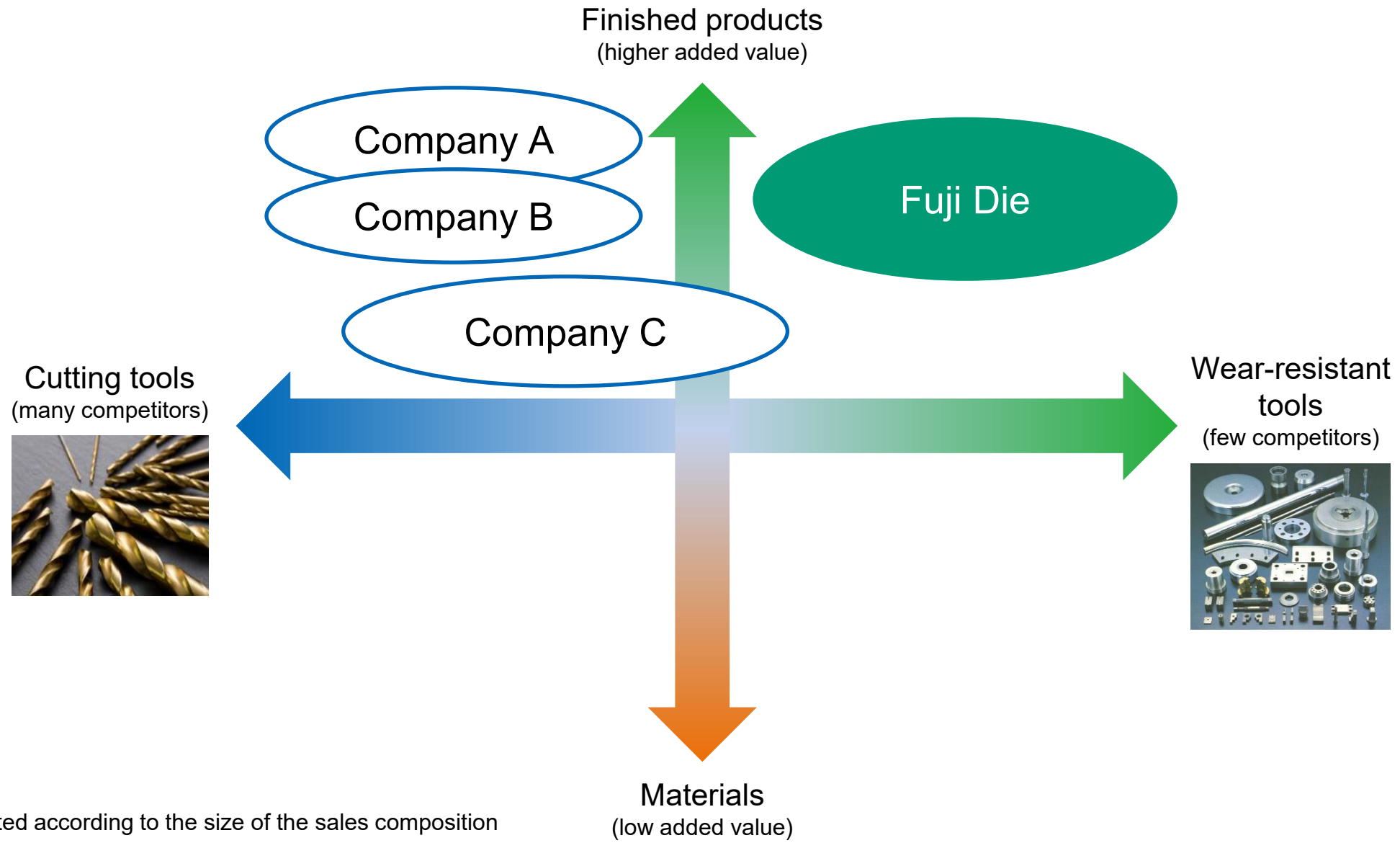
* Share for FYE 2021 was excluded due to the significant impact of COVID-19

Average unit price of product



Source: Japan Cutting & Wear-resistant Tool Association

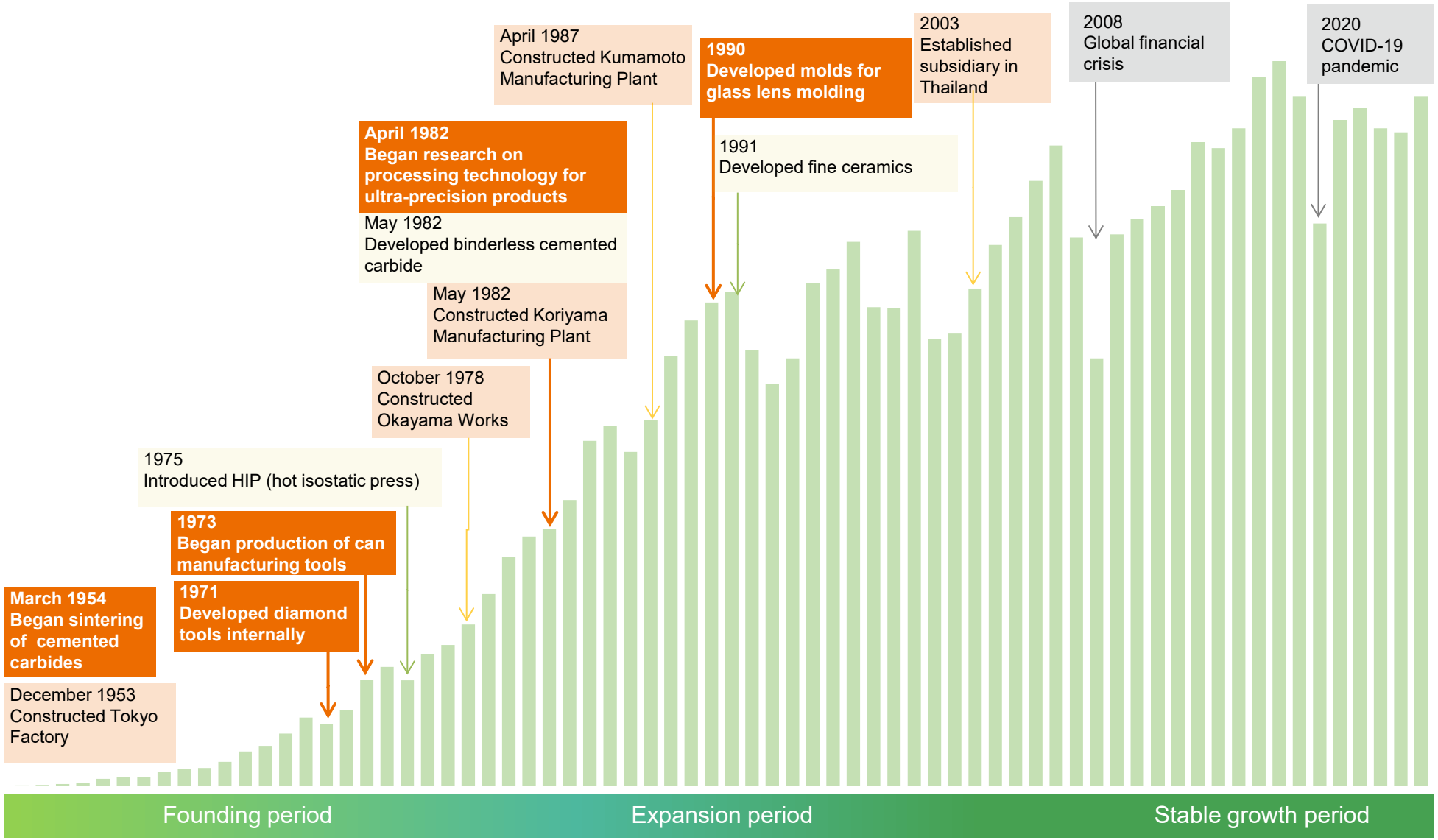
Tool Industry Positioning Map (Listed Companies)



* Plotted according to the size of the sales composition

Key Milestones and Net Sales Trends

Maintaining profitable operations since our founding

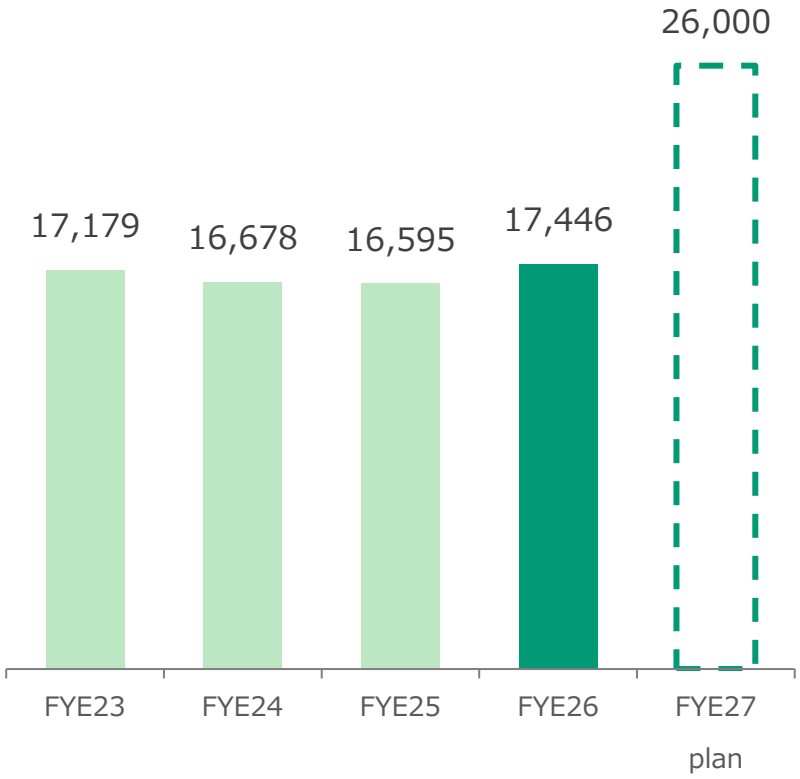


(Note) Net sales for FY2012 onward are consolidated net sales

Financial Results 1/3

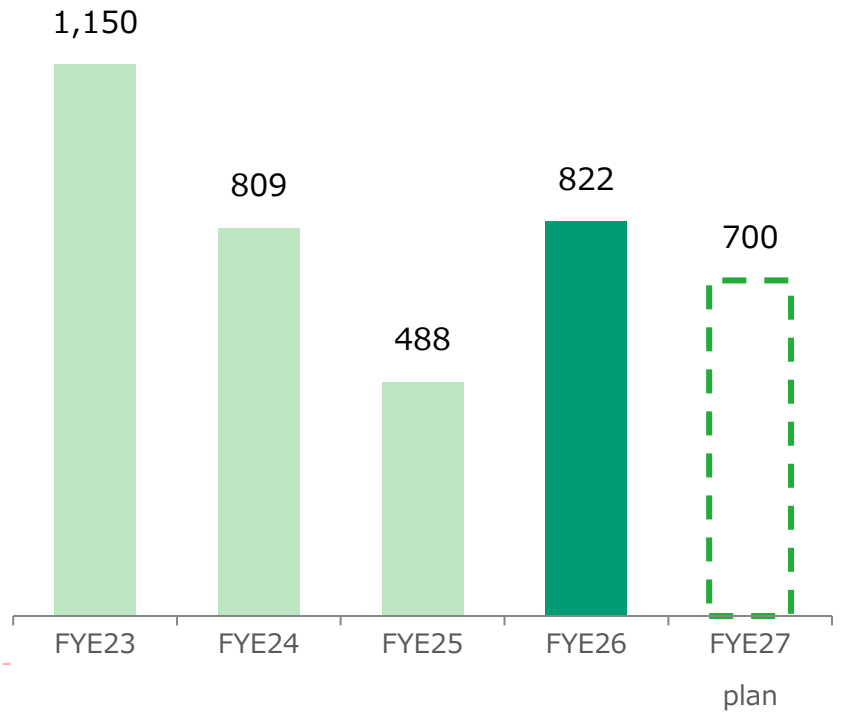
Net sales

(Million yen)



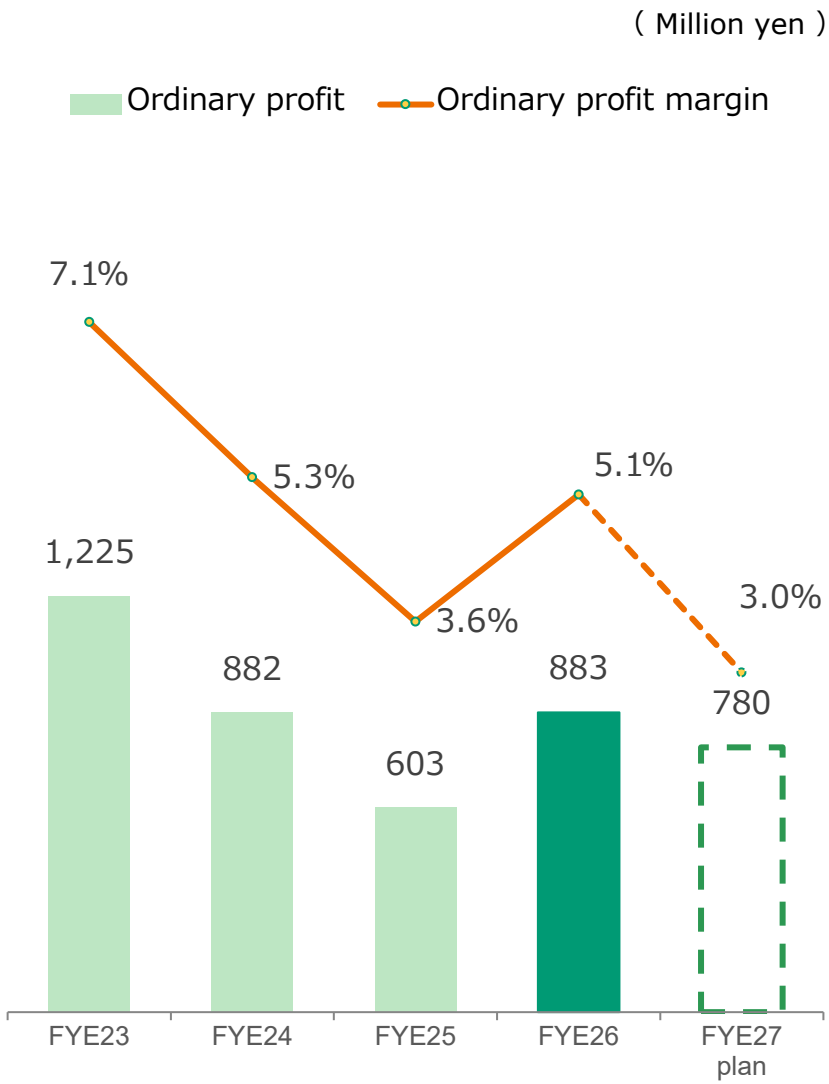
Operating profit

(Million yen)



Financial Results 2/3

Ordinary profit

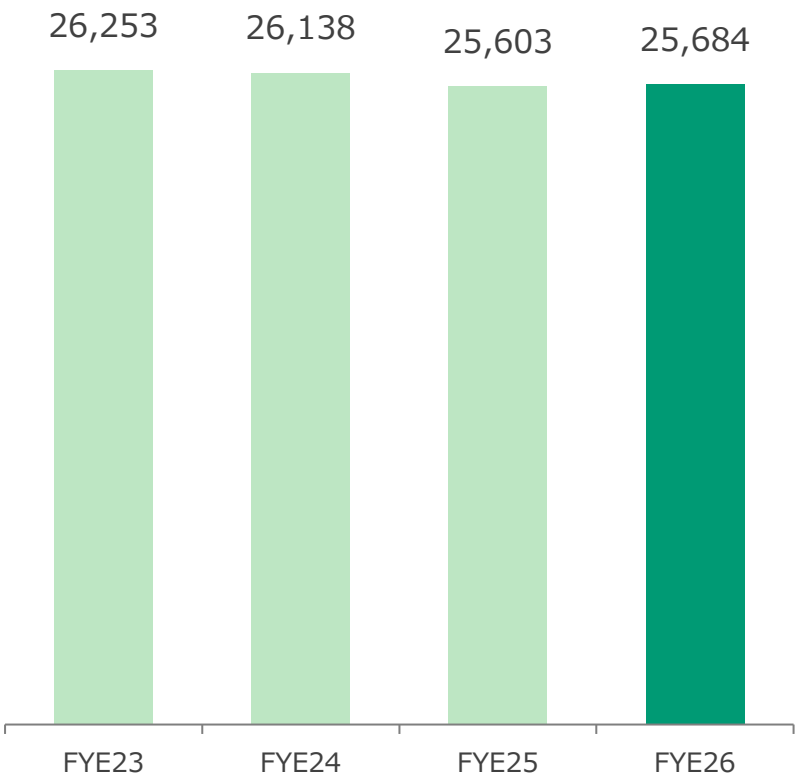


ROE

Financial Results 3/3

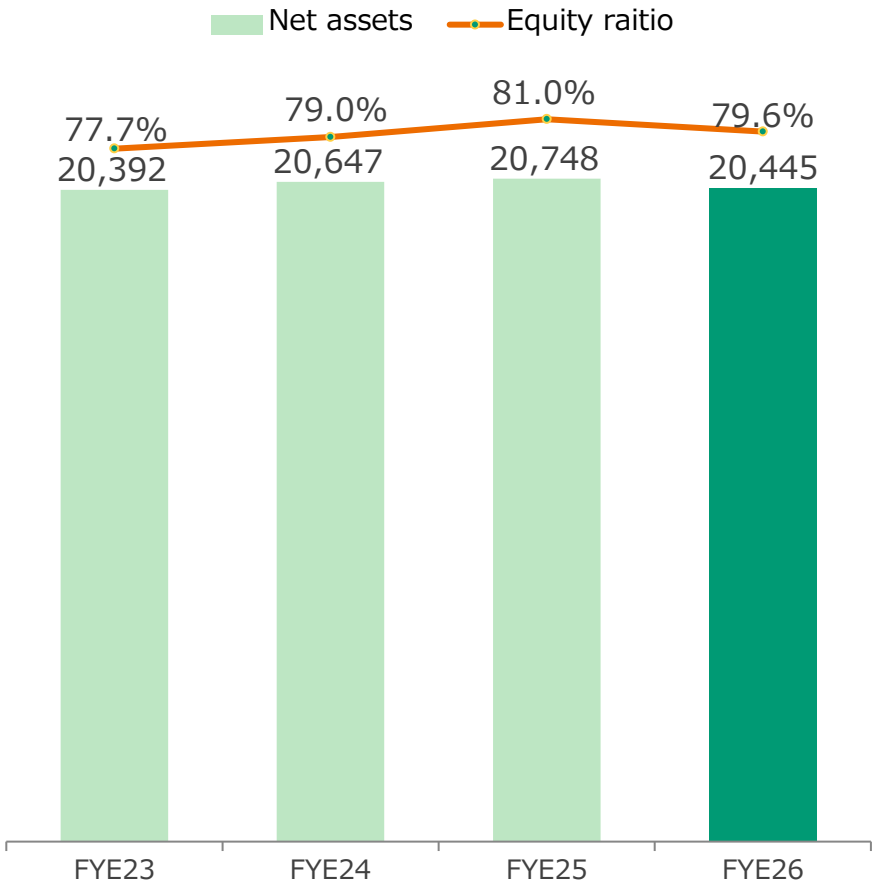
Total assets

(Million yen)

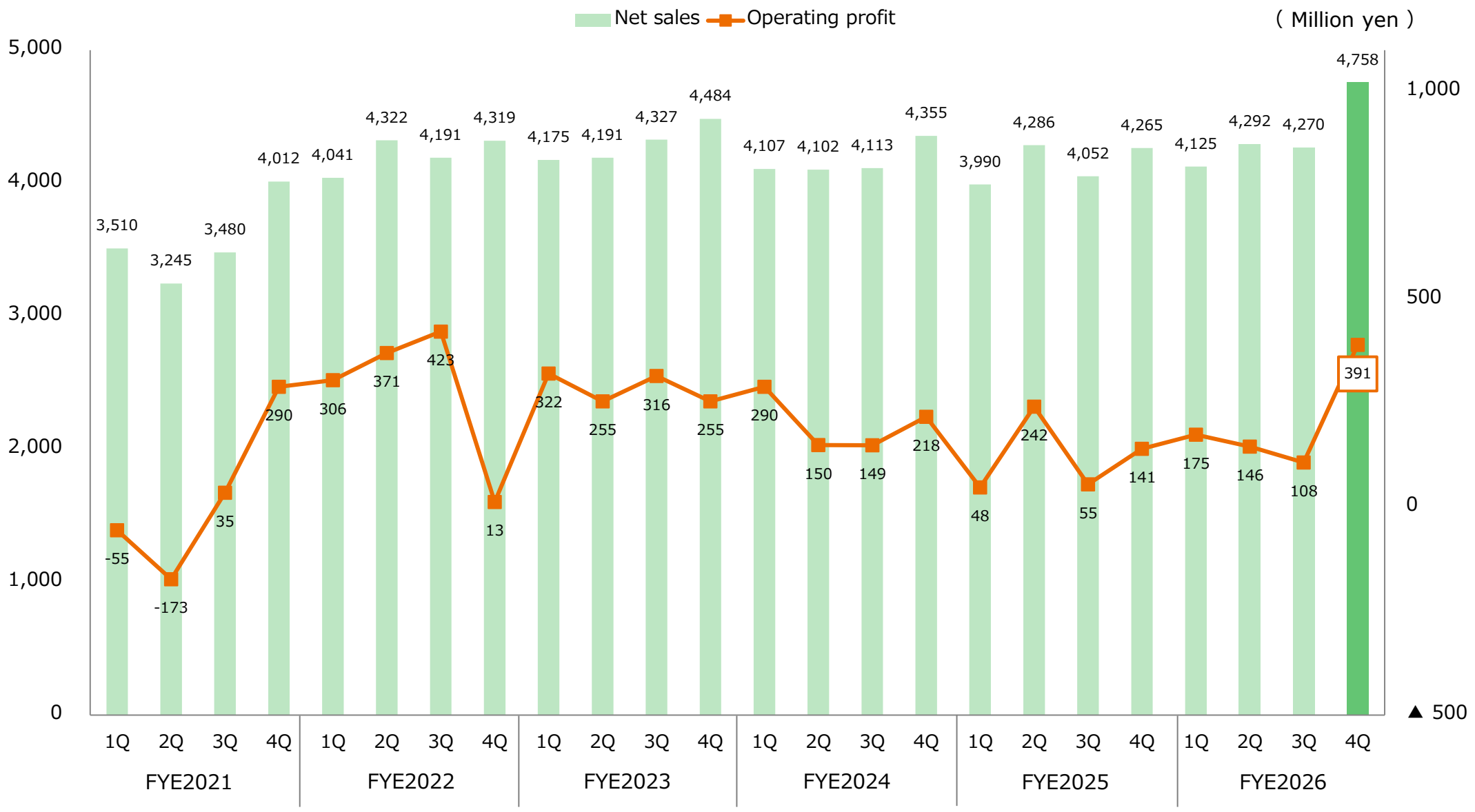


Net assets

(Million yen)



Consolidated Quarterly Financial Results



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