

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



Fuji Die is Behind Every Inspiring Moment

November 27, 2025

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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	<ul style="list-style-type: none">■ Solid demand for cold rolling tools and related equipment remained strong■ Sales of can manufacturing molds and motor core molds were strong■ Carbide materials for overseas markets were strong
	Decrease factors	<ul style="list-style-type: none">■ Sales of hot rolling mill rolls were sluggish■ Decreased demand for kneading tools
Profits	Increase factors	<ul style="list-style-type: none">■ Increased in net sales■ Increased in inventories■ Measures to improve productivity and operational efficiency yielded some results
	Decrease factors	<ul style="list-style-type: none">■ surging cost of raw materials■ Increase in expenses due to expansion of investments in human resources

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

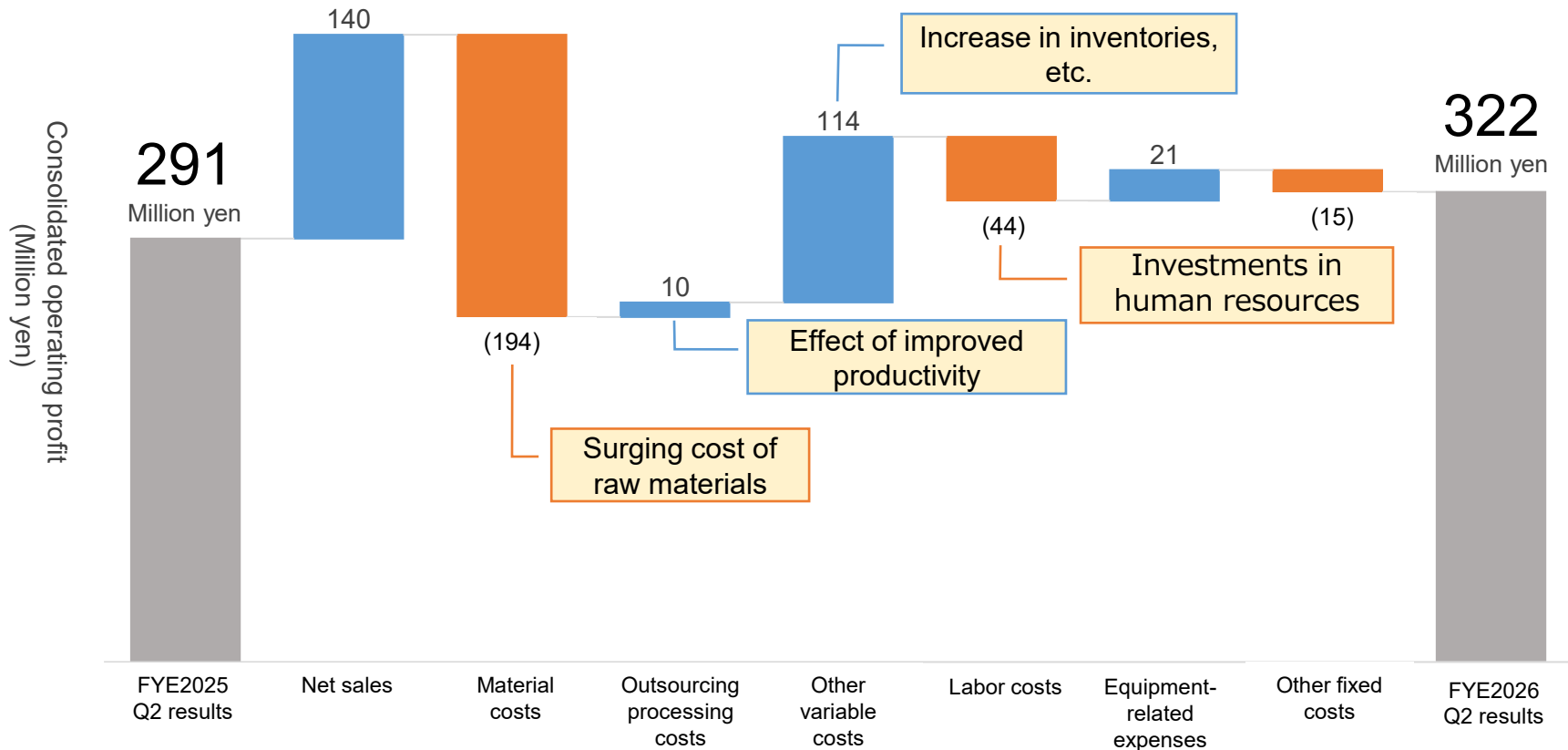
(Million yen)	FYE2025 Q2 results	FYE2026 Q2 results	Year-on-year change rate	FYE2026 Q2 forecast	Compared to Q2 forecast	FYE2026 results forecast	Results forecast progress rate
Net sales	8,277	8,417	1.7%	8,720	(3.5)%	17,600	47.6%
Operating profit	291	322	10.7%	220	46.5%	600	53.7%
[Operating profit margin]	[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)

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

Operating profit

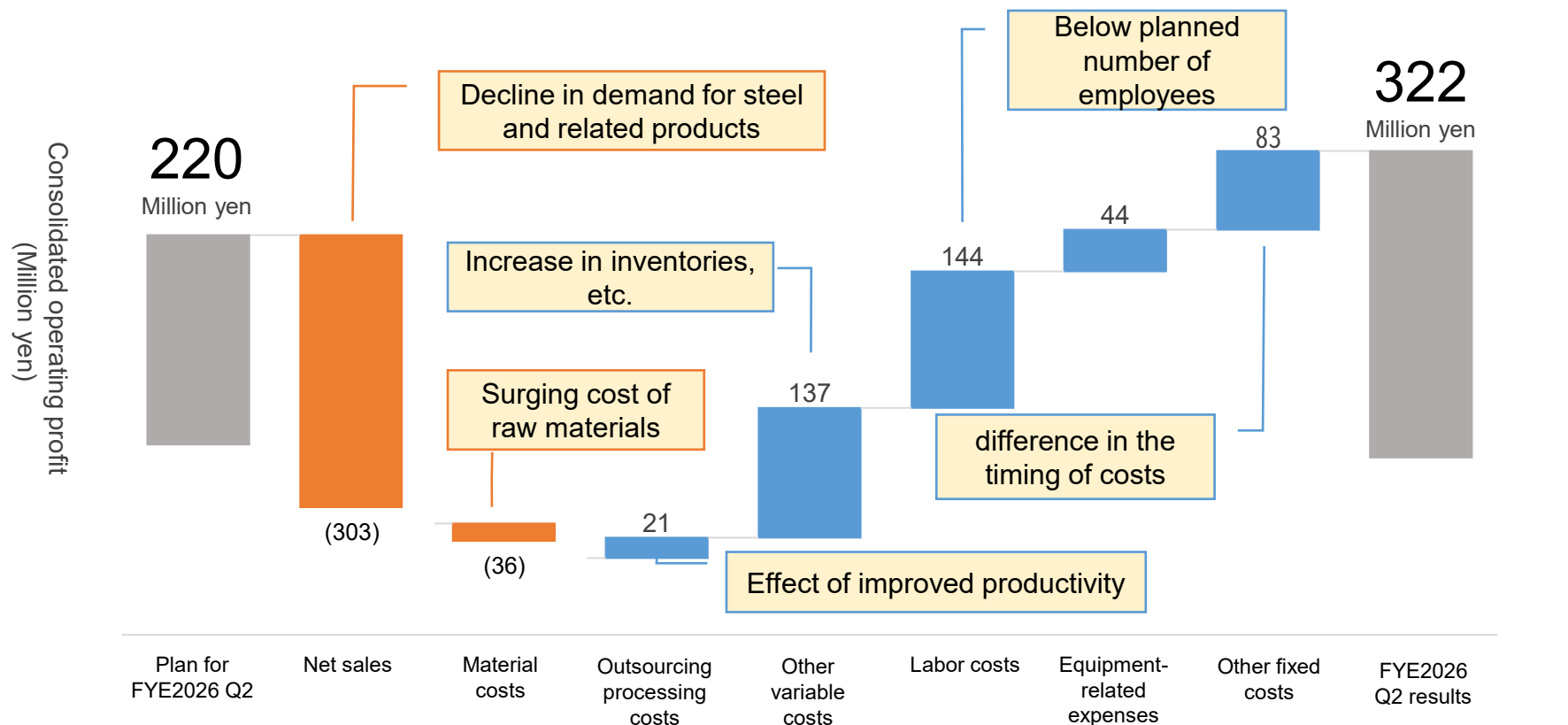
Increased due to increase in net sales, increase in Increase in inventories, measure to improve productivity and operational efficiency



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

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

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 19,958 million 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

March 31, 2025	September 30, 2025
4,855 million yen	5,116 million yen
81.0%	79.6%
20,748 million yen	19,958 million yen

Liabilities Net assets 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.)

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)

02

Financial Results Progress for Fiscal Year Ending
March 31, 2026

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)	<table><thead><tr><th>Fiscal Year</th><th>Net Sales (Hundred million yen)</th></tr></thead><tbody><tr><td>FYE22</td><td>28.1</td></tr><tr><td>FYE23</td><td>26.7</td></tr><tr><td>FYE24</td><td>27.9</td></tr><tr><td>FYE25</td><td>27.6</td></tr><tr><td>FYE26 Plan</td><td>29.2</td></tr><tr><td>Q2 Results</td><td>15.1</td></tr><tr><td>Plan</td><td>14.1</td></tr></tbody></table>	Fiscal Year	Net Sales (Hundred million yen)	FYE22	28.1	FYE23	26.7	FYE24	27.9	FYE25	27.6	FYE26 Plan	29.2	Q2 Results	15.1	Plan	14.1	<table><thead><tr><th>Fiscal Year</th><th>Net Sales (Hundred million yen)</th></tr></thead><tbody><tr><td>FYE22</td><td>26.3</td></tr><tr><td>FYE23</td><td>25.7</td></tr><tr><td>FYE24</td><td>28.3</td></tr><tr><td>FYE25</td><td>25.7</td></tr><tr><td>FYE26 Plan</td><td>27.4</td></tr><tr><td>Q2 Results</td><td>15.8</td></tr><tr><td>Plan</td><td>11.6</td></tr></tbody></table>	Fiscal Year	Net Sales (Hundred million yen)	FYE22	26.3	FYE23	25.7	FYE24	28.3	FYE25	25.7	FYE26 Plan	27.4	Q2 Results	15.8	Plan	11.6	<table><thead><tr><th>Fiscal Year</th><th>Net Sales (Hundred million yen)</th></tr></thead><tbody><tr><td>FYE22</td><td>21.5</td></tr><tr><td>FYE23</td><td>22.6</td></tr><tr><td>FYE24</td><td>23.4</td></tr><tr><td>FYE25</td><td>20.1</td></tr><tr><td>FYE26 Plan</td><td>21.6</td></tr><tr><td>Q2 Results</td><td>10.9</td></tr><tr><td>Plan</td><td>10.7</td></tr></tbody></table>	Fiscal Year	Net Sales (Hundred million yen)	FYE22	21.5	FYE23	22.6	FYE24	23.4	FYE25	20.1	FYE26 Plan	21.6	Q2 Results	10.9	Plan	10.7
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Pictures of products	<p>Forging tools</p>	<p>Rolling mill rolls</p>	<p>Can manufacturing tools</p>																																																
Business overview	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.																																																

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																																										
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Pictures of products	<p>Mold parts for optical elements</p>	<p>Mold parts for battery</p>	<p>Materials for mold parts and tools</p>																																										
Business overview	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.																																										

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%	-

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

03

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

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

Progress of Priority Measures and Initiatives for the Third Quarter Onward

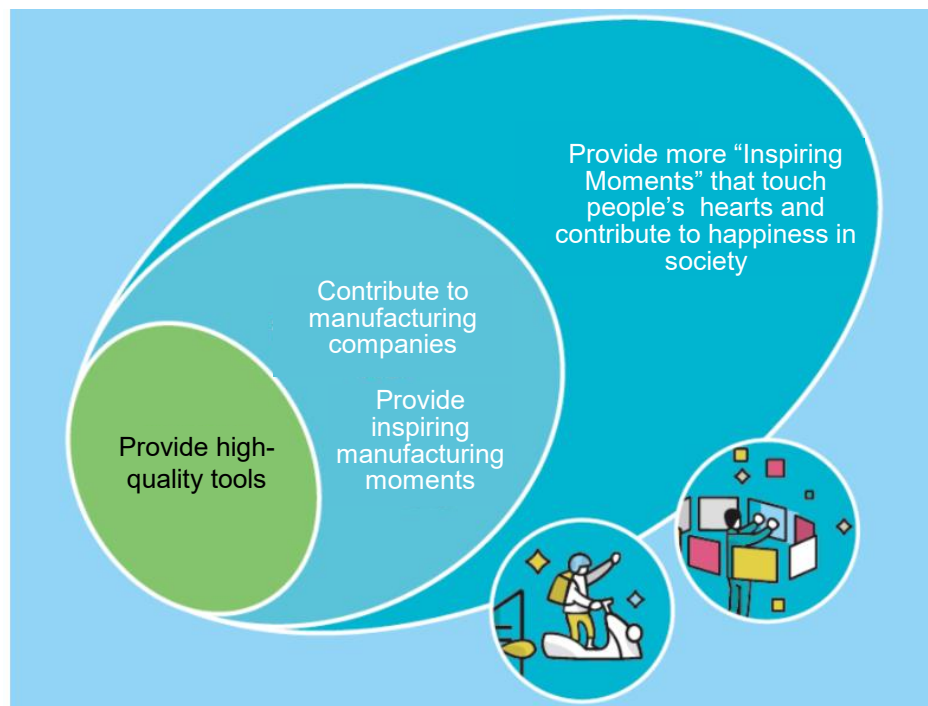
(1) Strengthen the Management Foundation

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



Initiatives

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

FUJILLOY

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

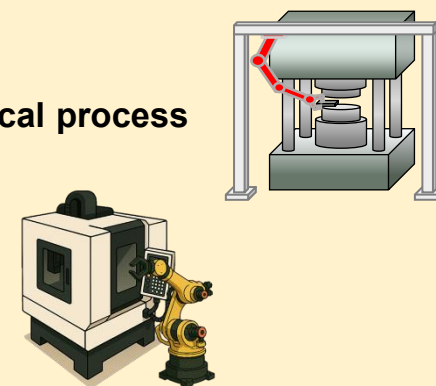
- Add a robotic arm to the powder compacting press machine in the metallurgical process (plan to introduce and begin test operation in December)
Automate the filling of carbon cases for sintering

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

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

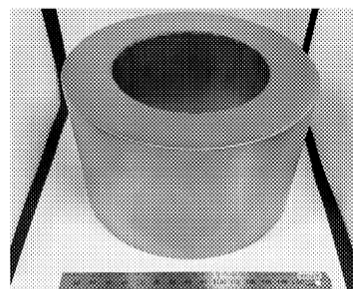
- Developed new alloy STN30, which provides a specific gravity comparable to steel and wear resistance equivalent to cemented carbide and four times higher than that of steel, while significantly reducing the use of rare metals vulnerable to geopolitical risks
- While ST60 was developed and launched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



開発した新合金「サステロイ STN30」は、従来の超硬合金に比べて耐食性を高めた。10月からの発売、試作を受けて開始した。

ステロイ STN30

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

の場合には腐食がな

いことを自社試験で示

した。また、超硬合金の約

4分の3と鋼程度の比

重のため、回転工具に

使用し、装置への負荷

軽減にも電力削減な

どが見込める。研削加

工は汎用の超硬合金

と同等で、放電加工も

できる。

開発した新合金「サ

ステロイ STN30」

新合金「サステロイ

STN30」を初展示す。

富士ダイス、新合金開発

富士ダイスは地政学

リスクに影響されな

い安定供給を目指す、

産出地が偏在するレア

メタル（希土金属）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

あるタンクメンとコパ

ルの含有量約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割削減し

た。長生がしなが、

今、材料設計の見直

し、局所的な摩耗に

なにより、局部的な

摩耗にも耐えられる

ようにした。

23年にポートメッセ

名古屋で開催する「名

古屋オートモーティ

ブショー」に出展し、

新合金「サステロイ

STN30」を初展示す。

開発した新合金「サ

ステロイ STN30」

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新合金「サステロイ

STN30」を初展示す。

開発した新合金「サ

ステロイ STN30」

新合金「サステロイ

STN30」を初展示す。

[Nikkan Kogyo Shimbun, October 27, 2025]

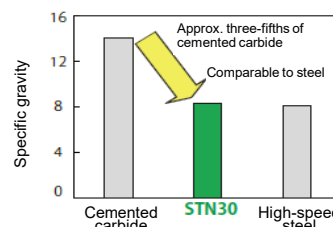
FUJILLOY

© Fuji Die Co., Ltd. All Rights Reserved.

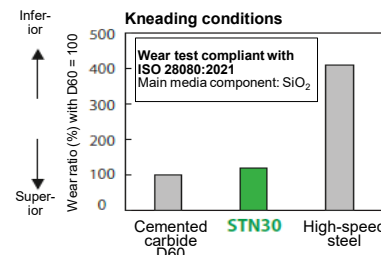
17

Merits of new alloy STN30

1. Lightweight

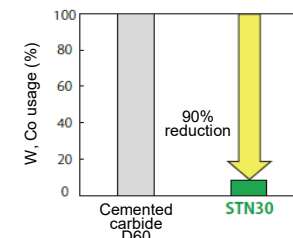


2. High wear resistance



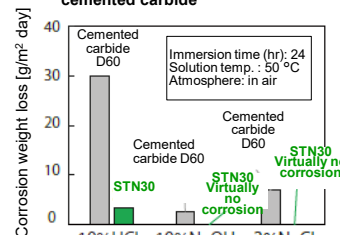
3. Resource saving

Reduce tungsten and cobalt usage by 90%



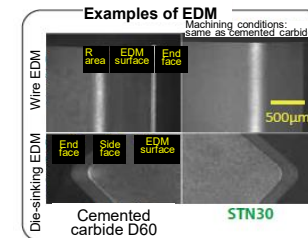
4. High corrosion resistance

More corrosion-resistant than general cemented carbide



5. Excellent machinability

Comparable grinding machinability to cemented carbide, and compatible with EDM



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).

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	(1) Under evaluation by customers	→	→	→
	(2) Catalyst and electrode (PME) for rechargeable metal-air batteries	(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	(1) Under development of new materials	→	→	→
	(2) Cemented carbide compatible with electrical discharge machining (VG51)	(2) On sale	→	→	→
	(3) Cemented carbide for amorphous alloy	(3) Under development of new materials	→	→	→
Saving resources	(1) Tungsten- and cobalt-saving alloy	(1) Add to lineup Under evaluation by customers (Patent acquired)	→	→	→
	(2) New manufacturing process for cemented carbide	(2) Under development	→	→	→

Powder metallurgy

Development of new materials using advanced powder metallurgy



Ultra-precision processing

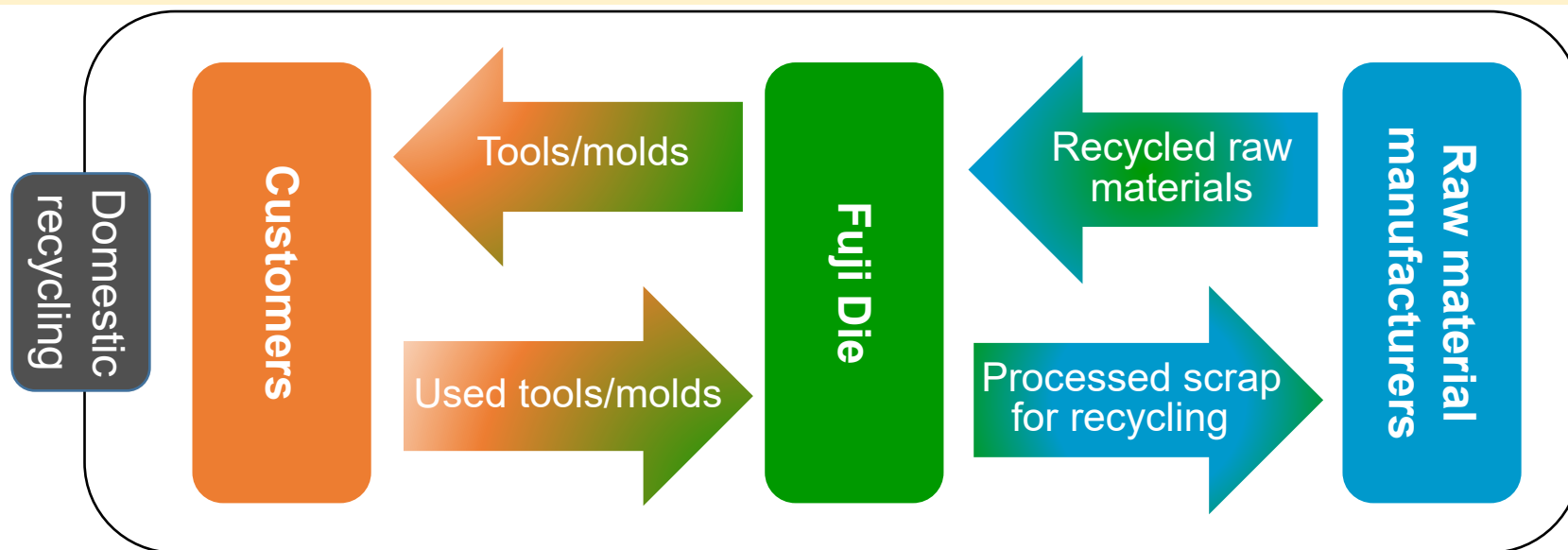
Pursuit of processing technologies to meet diverse needs

→ Dotted arrows: Under development
 → Solid arrows: Under evaluation by customers
 → Double-line arrows: On sale

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

Leaping Forward in Overseas Business

Progress in Each Region and Initiatives for the Third Quarter Onward

China

FUJII DIE TRADING (SHANGHAI) : sales office

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

ASEAN

FUJILLOY (THAILAND) :
production site/sales office

FUJILLOY INDONESIA:
production site/sales office

FUJILLOY MALAYSIA:
sales office

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**

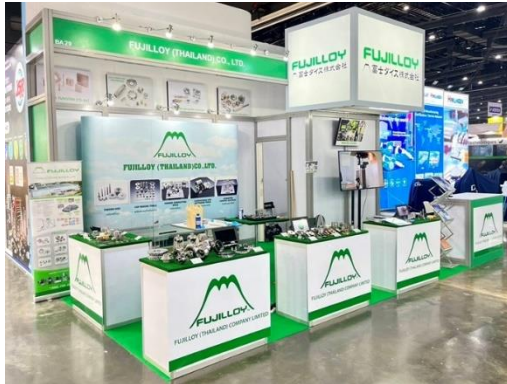
**Actual overseas sales ratio
for Q2 of FYE Mar. 2026: 21.7%
(Up 2.2 points from 19.5% in FYE Mar. 2025)**

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

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Medium-Term Management Plan 2026 - Consolidated Numerical Targets

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

Consolidated net sales
20.0 billion yen

Operating profit
2.0 billion yen

Ordinary profit margin
10.5%
(Ordinary profit: 2.1 billion yen)

ROE
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.)

05

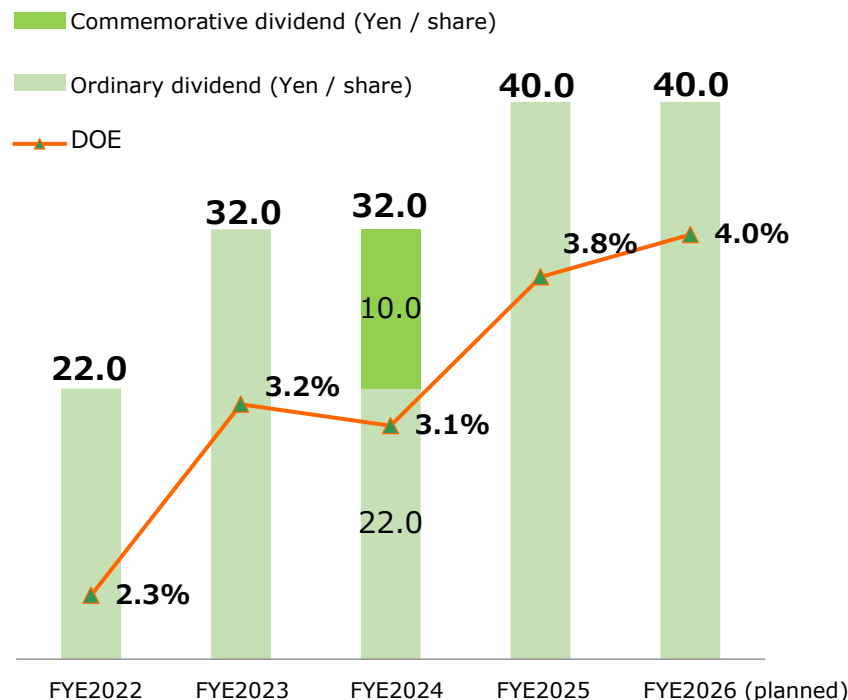
Realization of Management Conscious of
Capital Cost and Share Prices

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%**

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

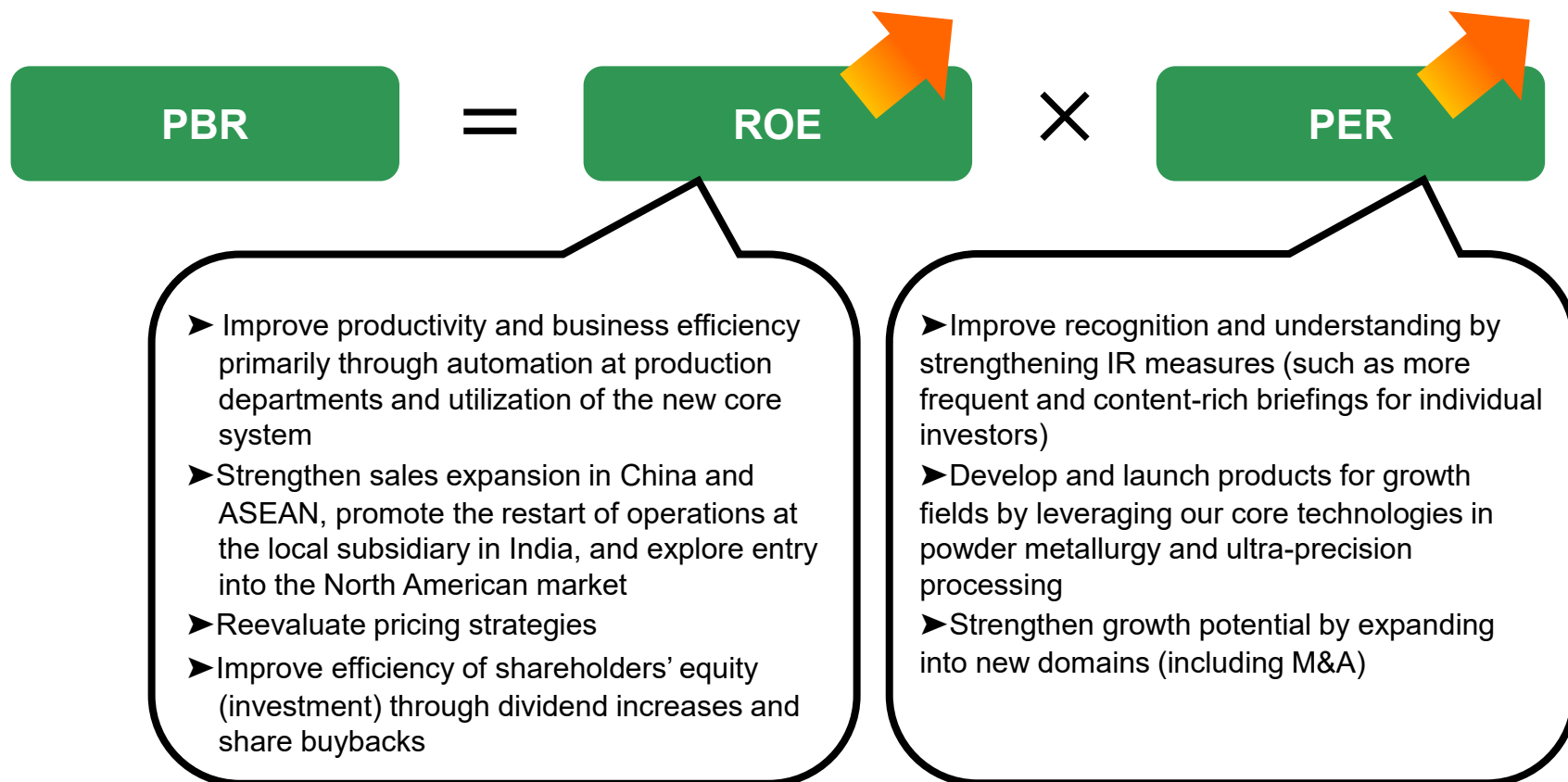
- (1) Type of shares to be acquired: The Company's common shares
- (2) Total number of shares to be acquired: 400,000 shares (Maximum)
(2.0% of outstanding shares
[Excluding treasury stock])
- (3) Total cost of acquisition : 300 million yen (Maximum)
- (4) Period of acquisition: From August 18, 2025, 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

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

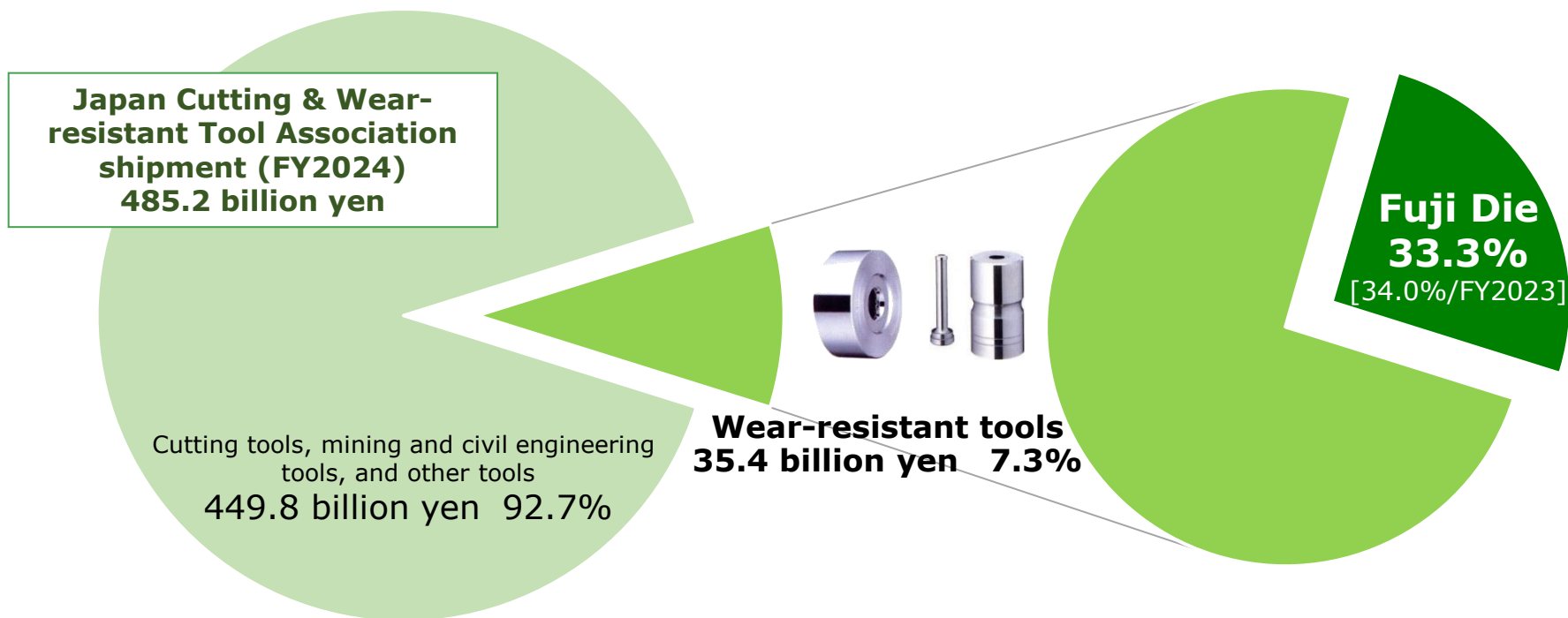
Net cash 7,089 million yen

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)

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

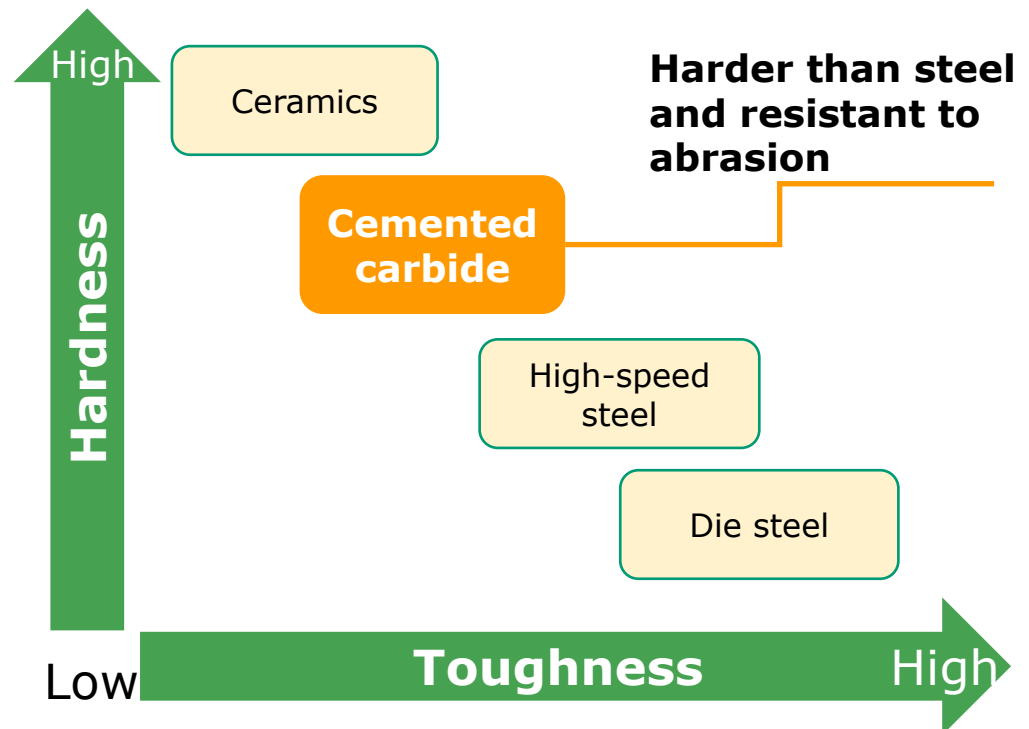
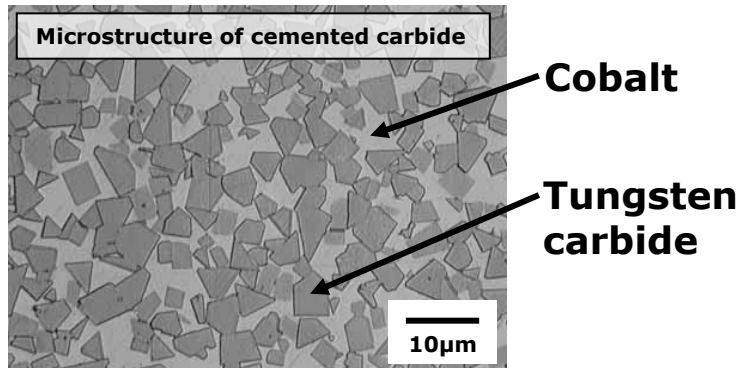


Held the top share in the wear-resistant tools market over a long period

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

What is Cemented Carbide?

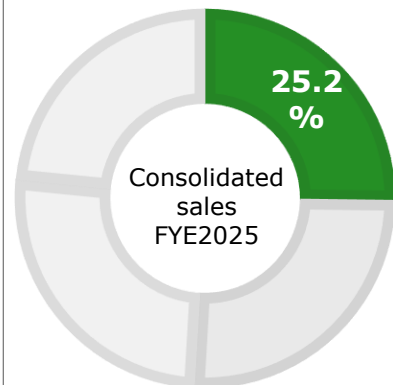
- **Metallic materials** combining **hard carbides** such as tungsten carbide and **metals** such as cobalt
- Boasts a **hardness** surpassing stainless steel and iron, and has excellent **compressive strength** and **abrasion resistance**
- **Resistant to deformation**, so suitable as a **material for 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

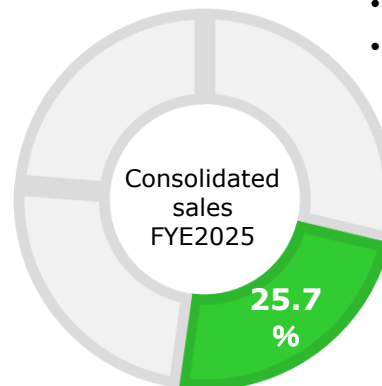
Carbide tools



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



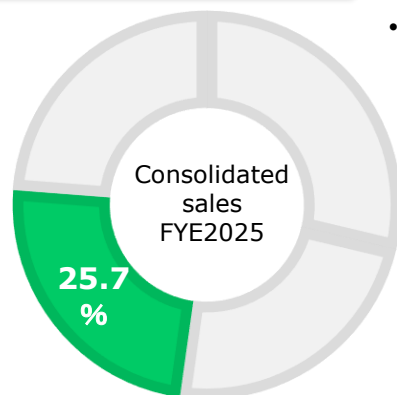
Carbide molds



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



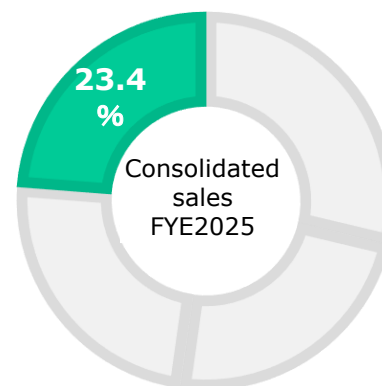
Other carbide products



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



Non-carbide



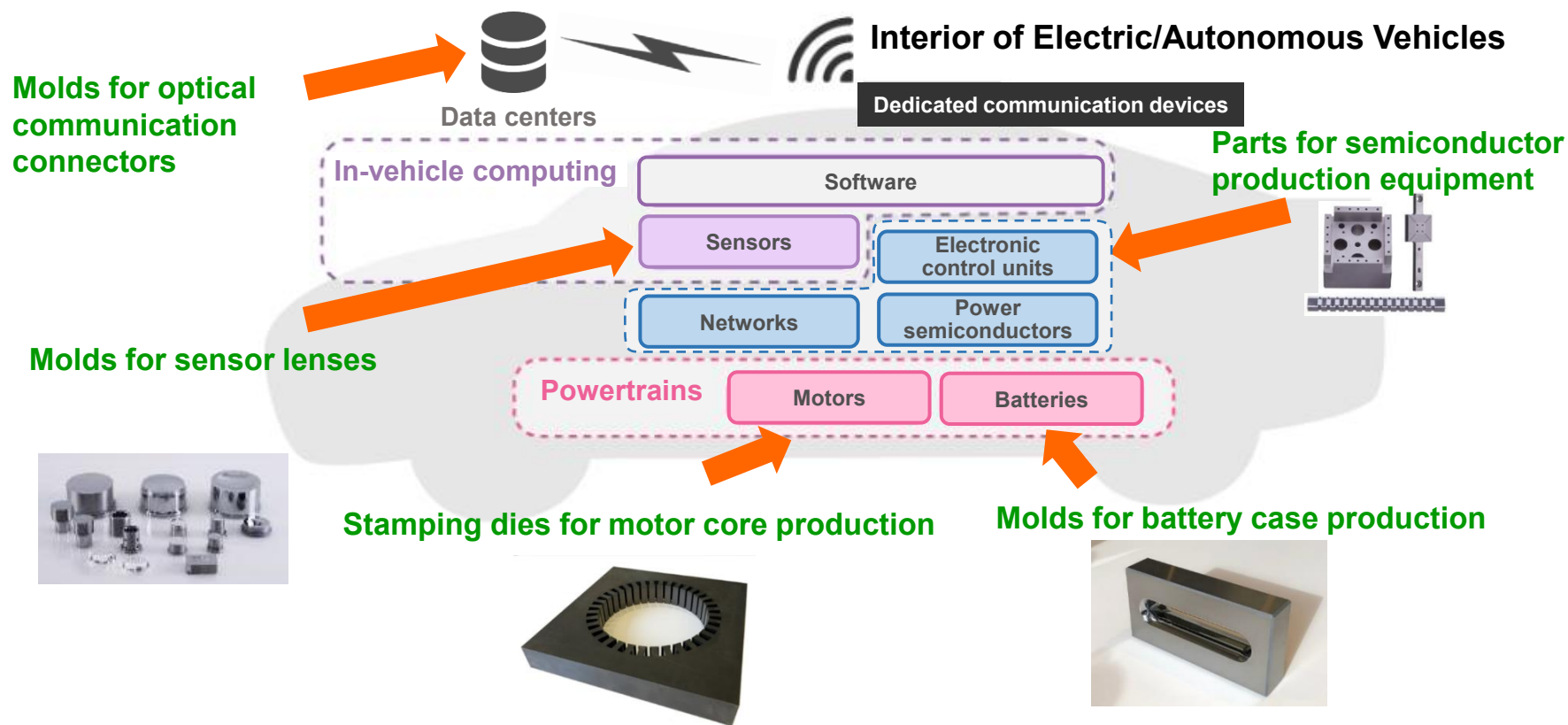
- Steel products
- KF2 products
- Ceramic products
- Diamond grinding wheels
- FHR products
- Copper-tungsten
- NF-metal
- Drawn steel pipes, etc.



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)

The Relationship Between Growth Fields and Fuji Die – Next-generation Optical Communications –

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

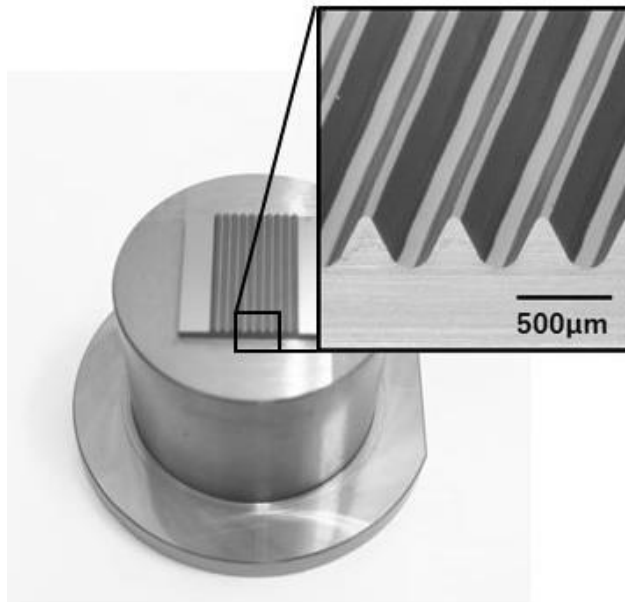
Developed ultra-precision connector molds, such as “fiber arrays” and “microlens arrays,” as well as glass molding molds for photonics applications

- Fabrication of molds, such as “fiber arrays” and “microlens arrays,” with dimensional accuracy below $0.1\ \mu\text{m}^*$ enabled by cutting-edge ultra-precision processing technology
- Quality assurance after ultra-precision and micro-scale processing enabled by high-precision measuring instruments

Market launch phases

Start development

Under evaluation by customers

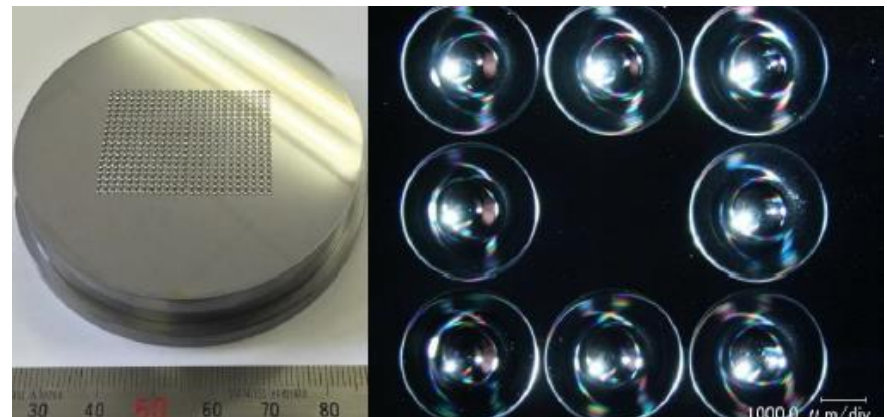


Fiber array^{*2}

^{*2} Connector that links optical fibers and optical components

^{*1} What does a dimensional accuracy of $0.1\ \mu\text{m}$ mean?

It refers to a machining precision where even a deviation of one-thousandth the thickness of a human hair is not allowed.



**Microlens array
Glass molding mold**

The Relationship Between Growth Fields and Fuji Die – Next-generation Energy –

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)

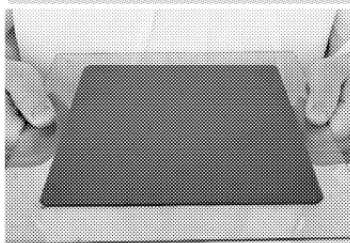
- New electrodes reduce power consumption required for hydrogen production via water electrolysis by 20% compared to conventional electrodes
- Catalyst is oxides of calcium, copper and iron (precious metal free)

Market launch phases

Start development

Under evaluation by customers

富士ダイスがニッケル電極



富士ダイスが開発したグリーン水素向け電極

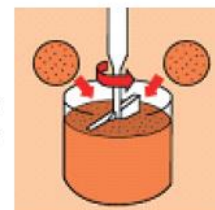
装置向け27年商品化

グリーン水素 電力抑え製造

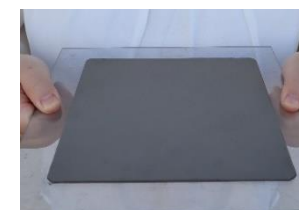
富士ダイスは、水素を製造する際に電力を従来比20%削減するニッケル製の電極を開発した。電力の使用を抑えられ、また貴金属を使用しないために環境負荷が低いという。主力事業の超硬合金製造の粉末冶金技術などを応用した。再生可能エネルギー電力を使ったのが、気分解によるグリーン水素の製造装置向けに、2027年までの商品化を目指す。



Ultra high pressure synthesis technology (catalyst development)

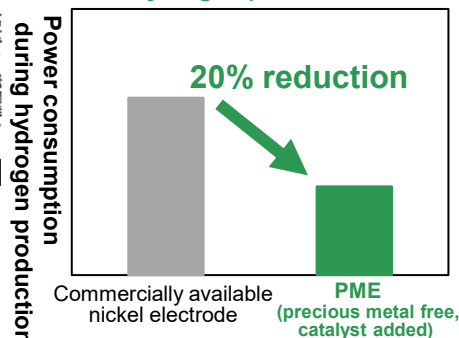


Powder metallurgy technology (making an electrode)



High-performance electrode (PME)

Using PME to reduce power consumption required for hydrogen production



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

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 (Fujillo 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.

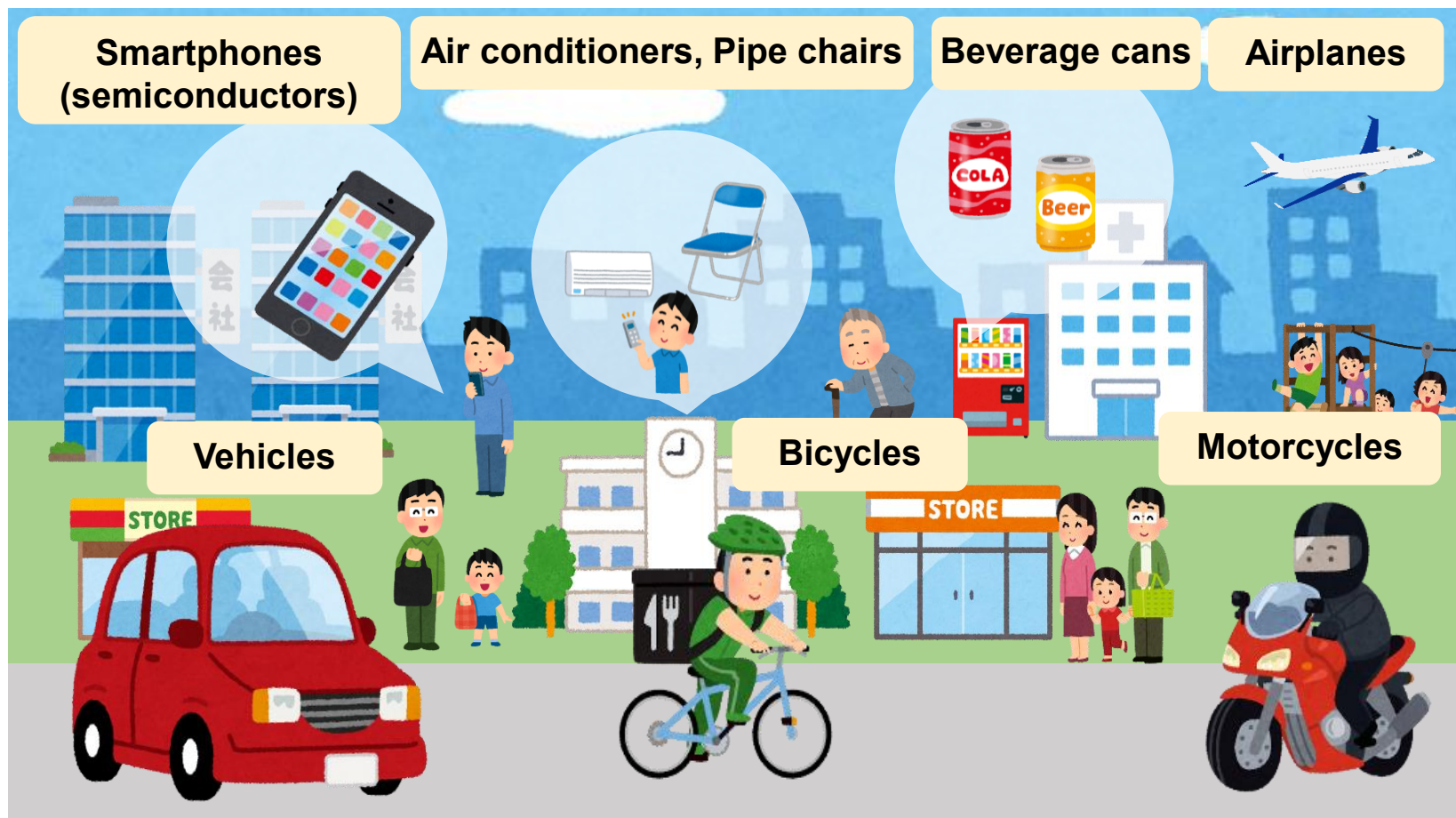


Won the “First Prize” in the (8th) JSPE Monozukuri Award for FY2024

- The development of Fujillo 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

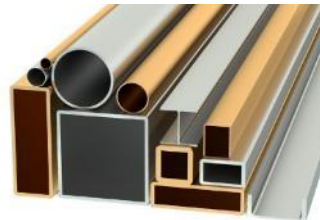
Molding components



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,

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

Our products



Mold parts for optical elements

End product examples



Beverage and food cans

End product examples



Cell-phone lenses



Camera lenses



Surveillance cameras

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

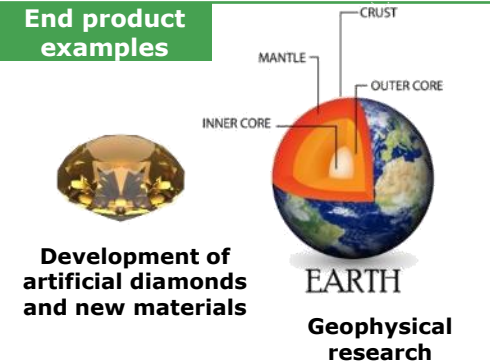
Our products



High-pressure tools



End product examples

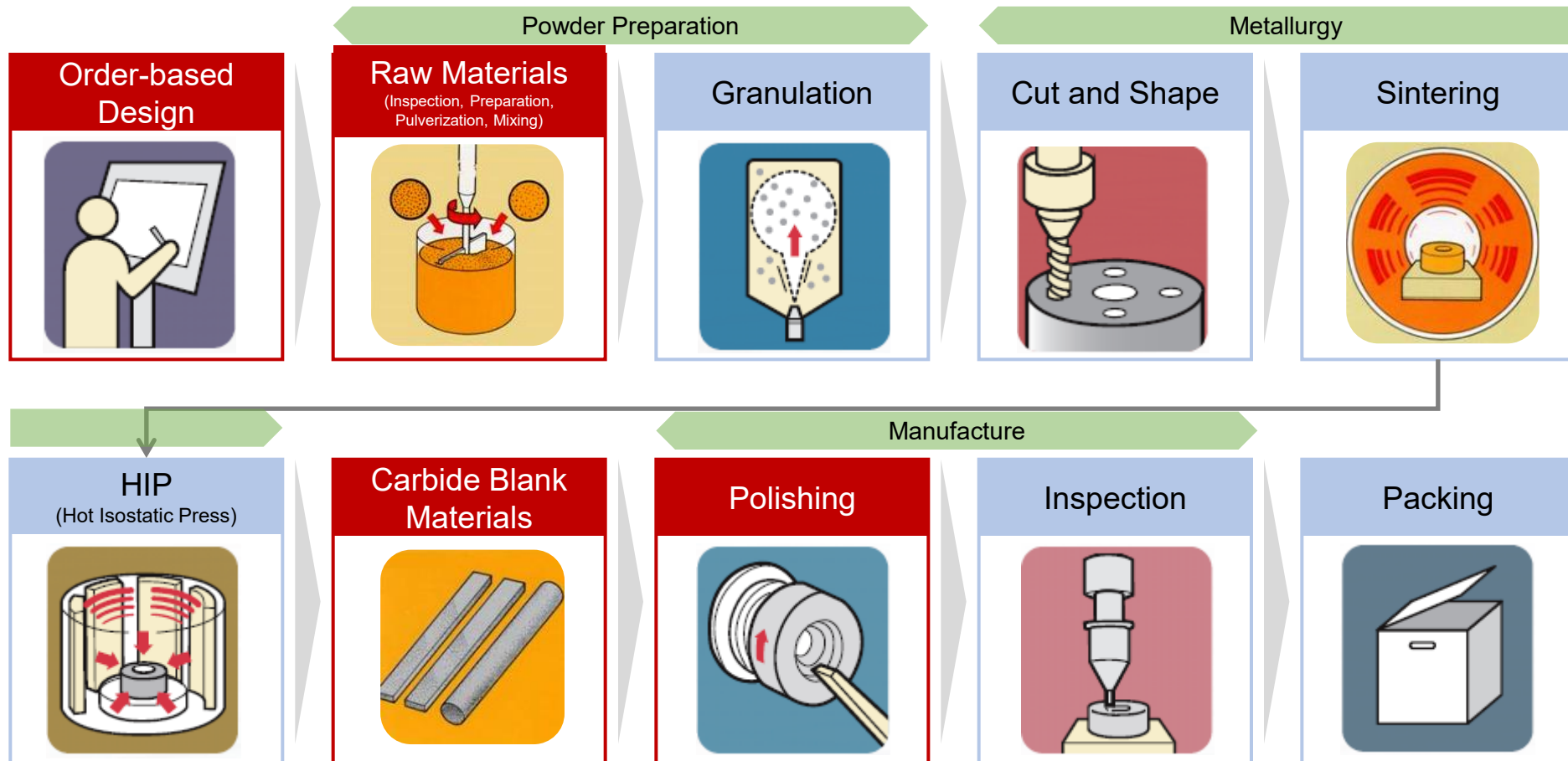


Development of artificial diamonds and new materials

Geophysical research

Solutions for Diverse Orders through Integrated Production System

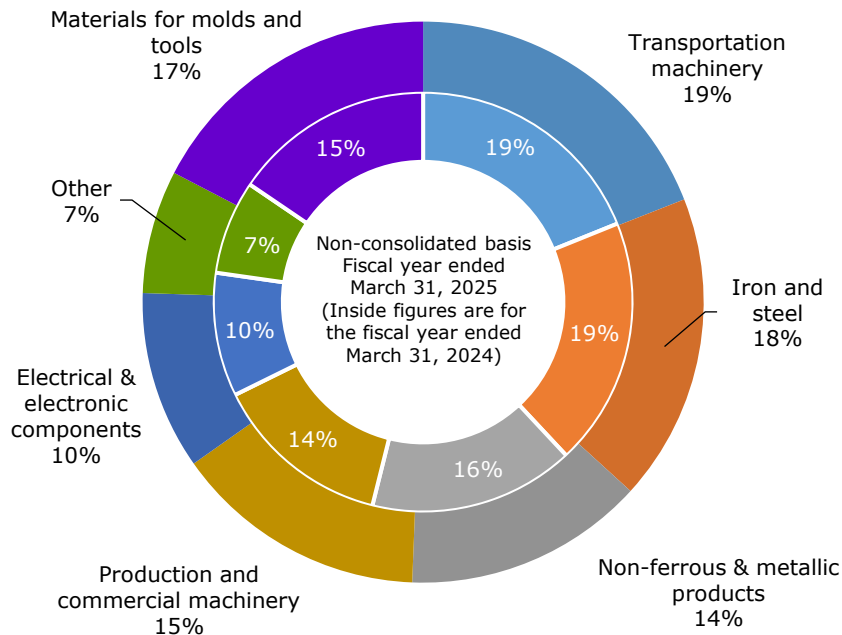
- **Integrated made-to-order production system** from design to base powder preparation, sintering, machining, and product inspection
- **Two core technologies—advanced powder metallurgy and ultra-precision processing technology—enable flexible responses** to a wide range of orders (high mix, low volume 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, 2025)

Japan

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

Overseas

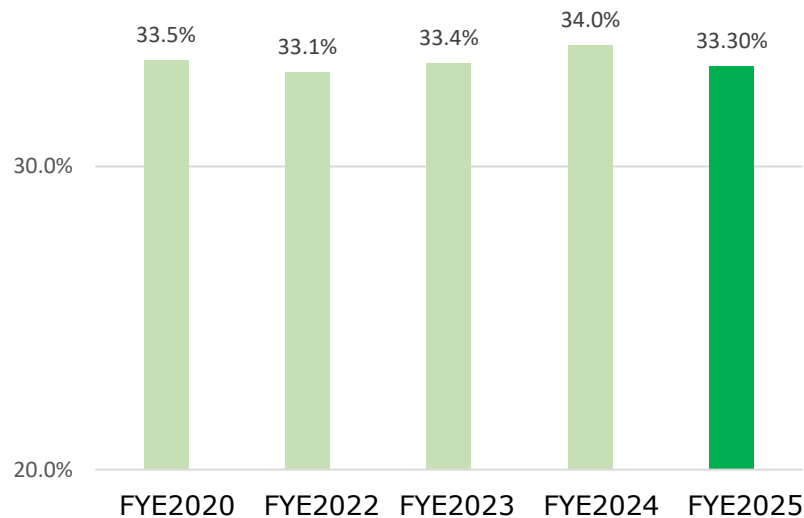
- Production sites and sales offices 2 countries
Thailand and Indonesia
- Sales offices 3 countries
China, Malaysia, and India
(currently dormant)

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

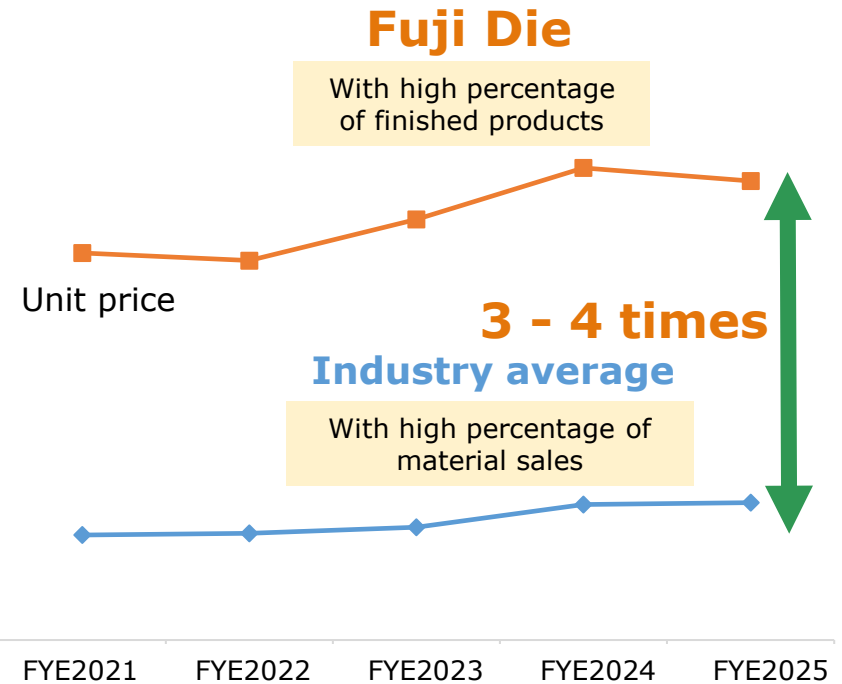
Specialize mainly in sales of high value-added products in low-volume high-mix, with stable sales prices

Share of carbide wear-resistant tools shipment in Japan



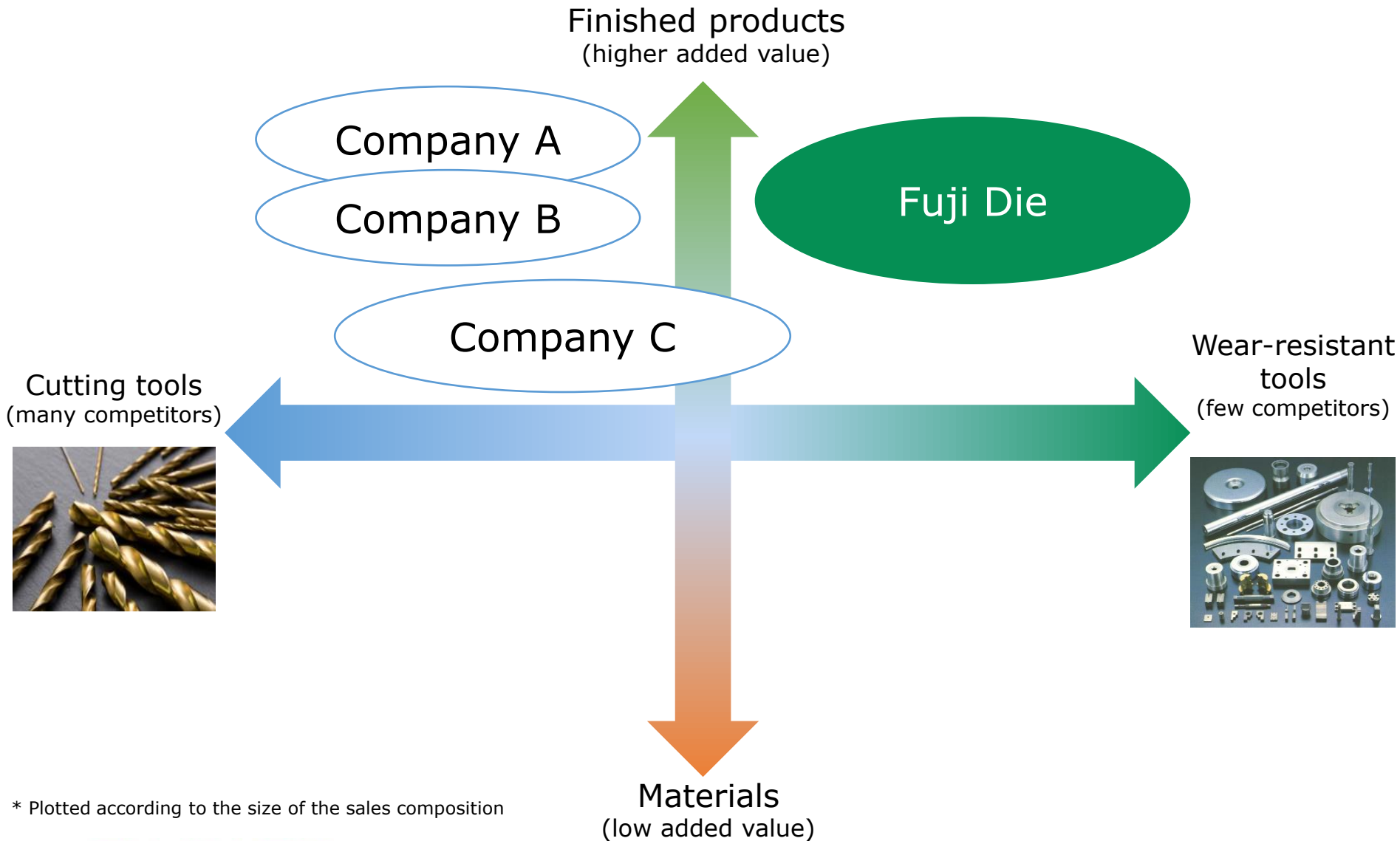
* Share for FYE 2021 was excluded due to the significant impact of COVID-19

Average unit price of product



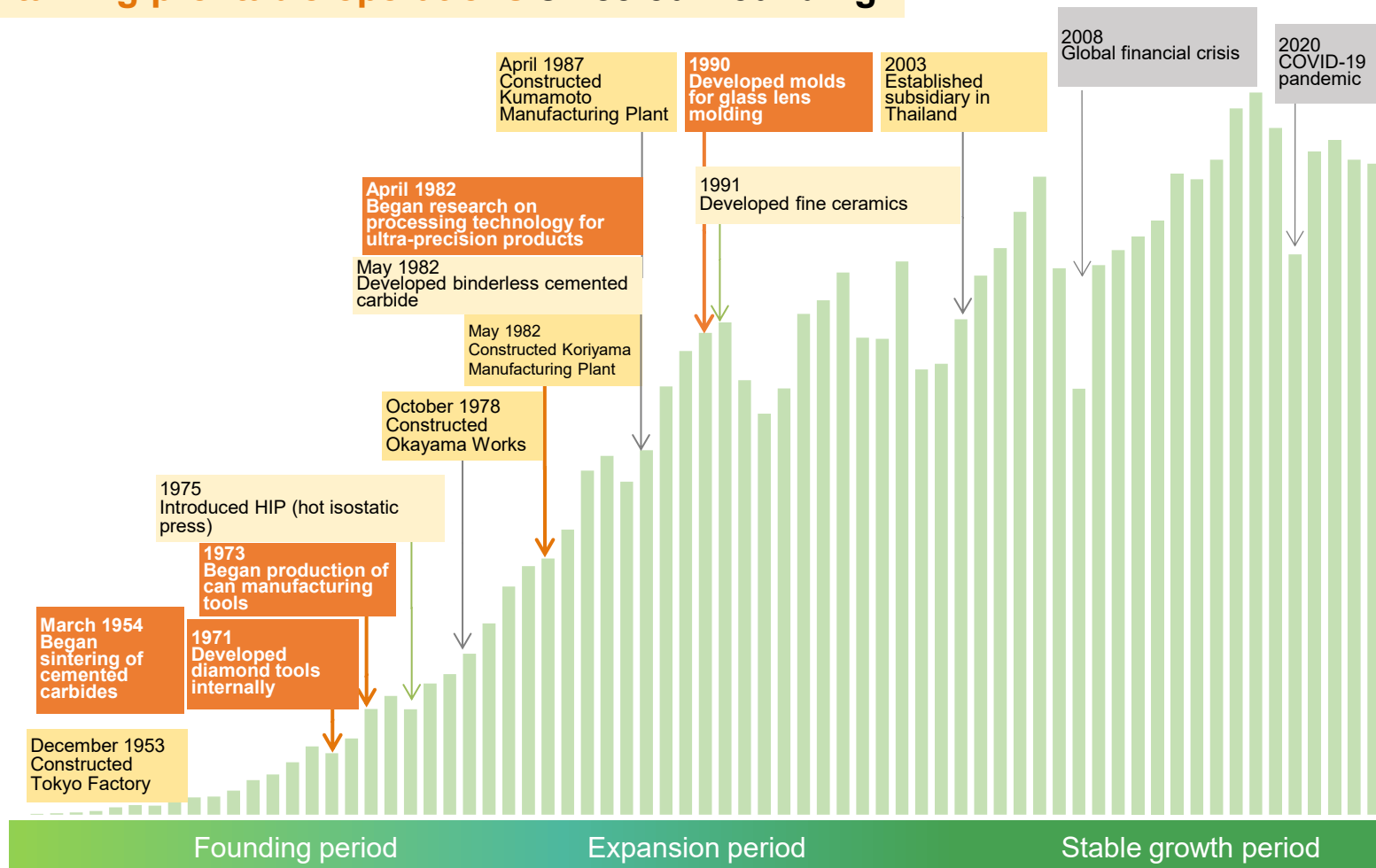
Source: Japan Cutting & Wear-resistant Tool Association

Tool Industry Positioning Map (Listed Companies)



Key Milestones and Net Sales Trends

Maintaining profitable operations since our founding

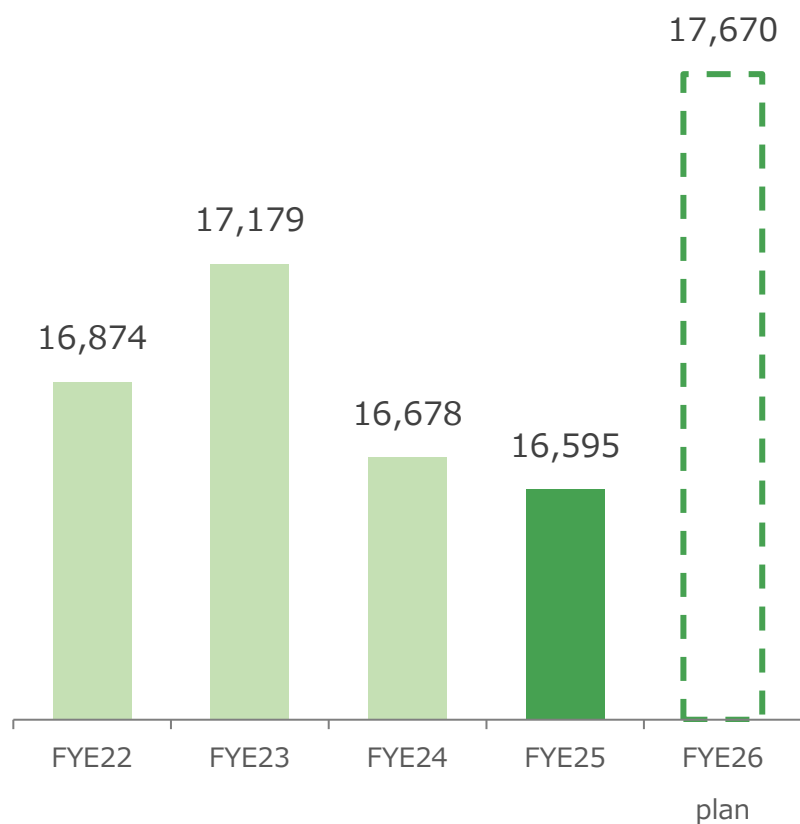


(Note) Net sales for FY2012 onward are consolidated net sales

Financial Results 1/3

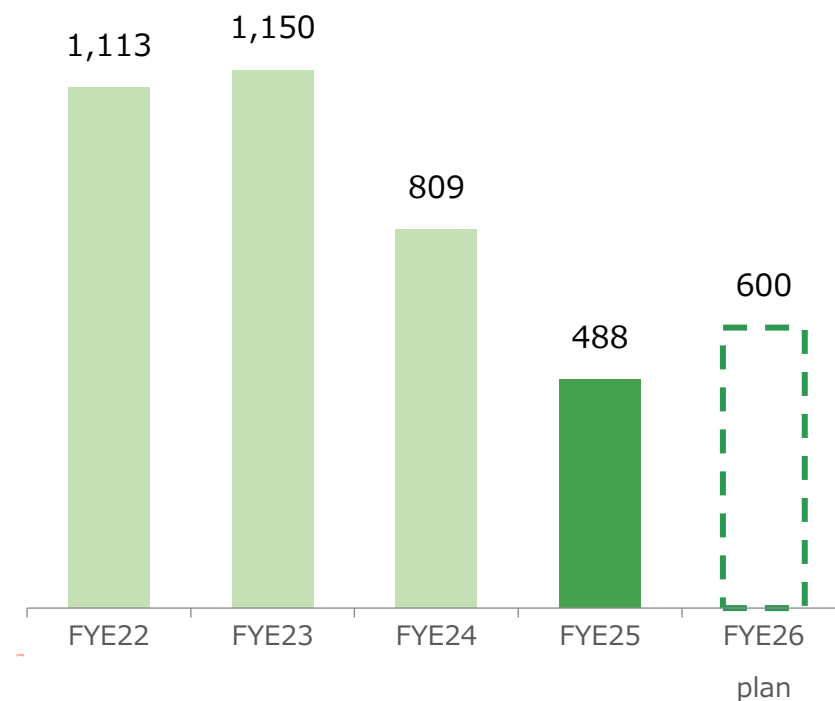
Net sales

(Million yen)



Operating profit

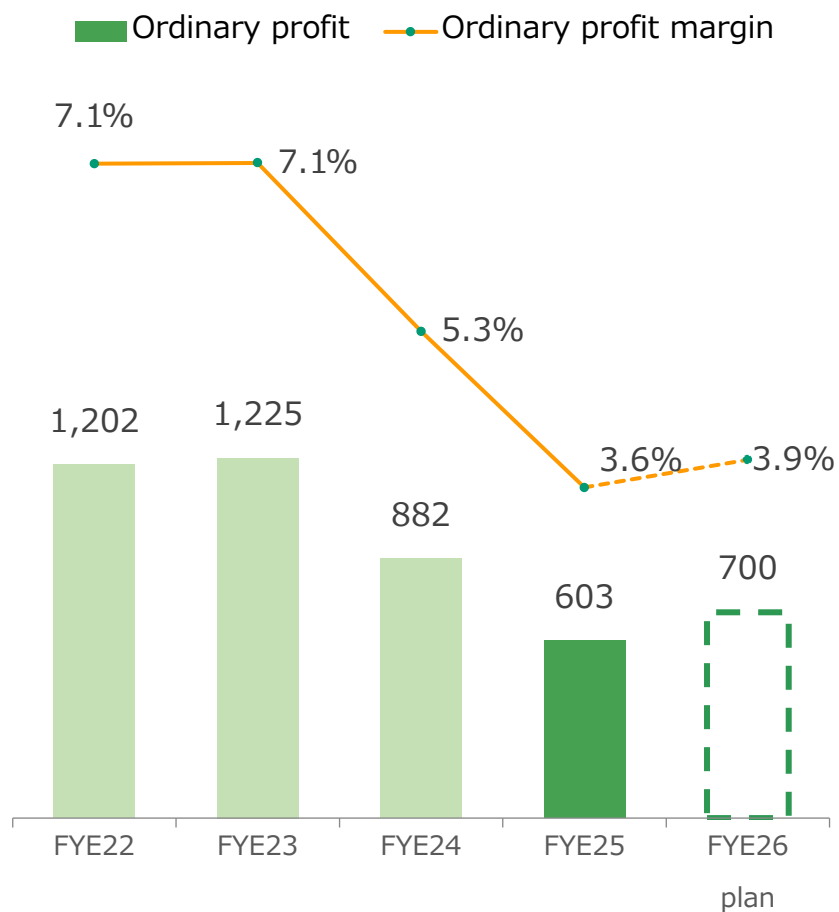
(Million yen)



Financial Results 2/3

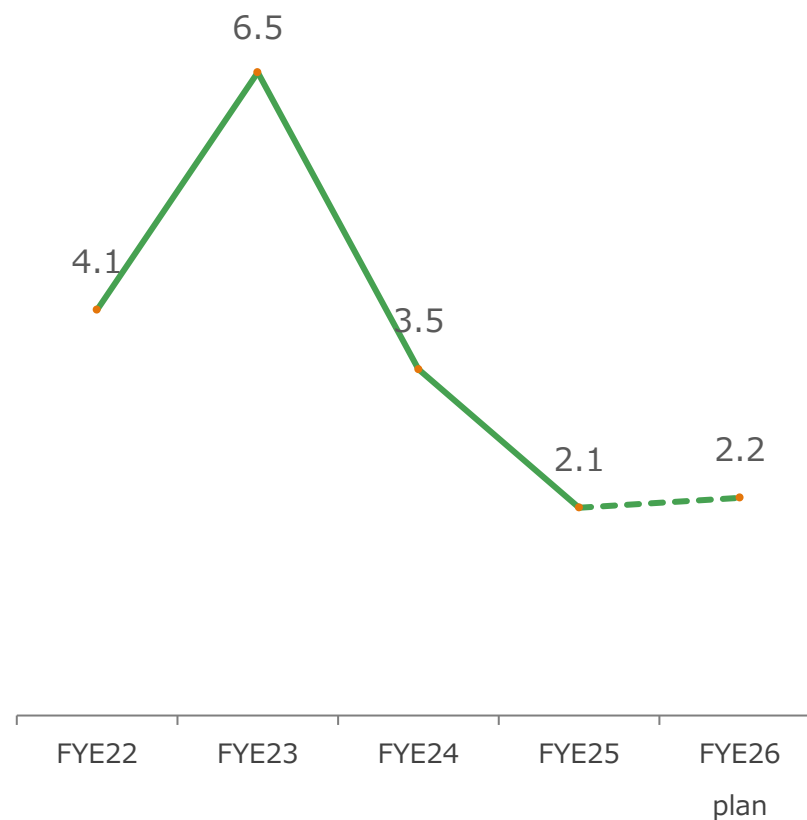
Ordinary profit

(Million yen)



ROE

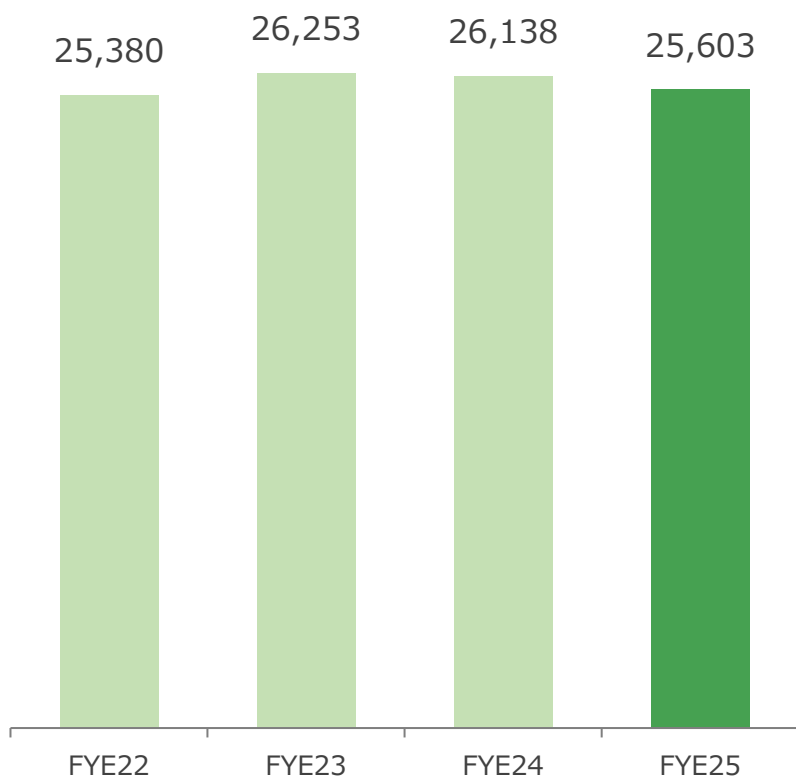
(%)



Financial Results 3/3

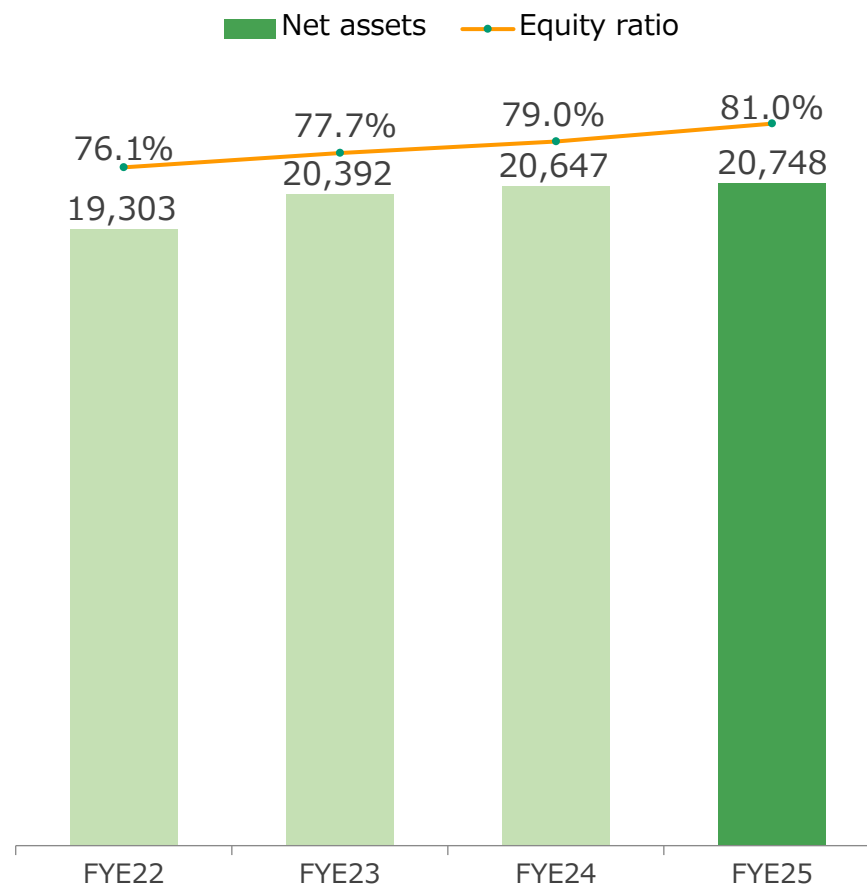
Total assets

(Million yen)

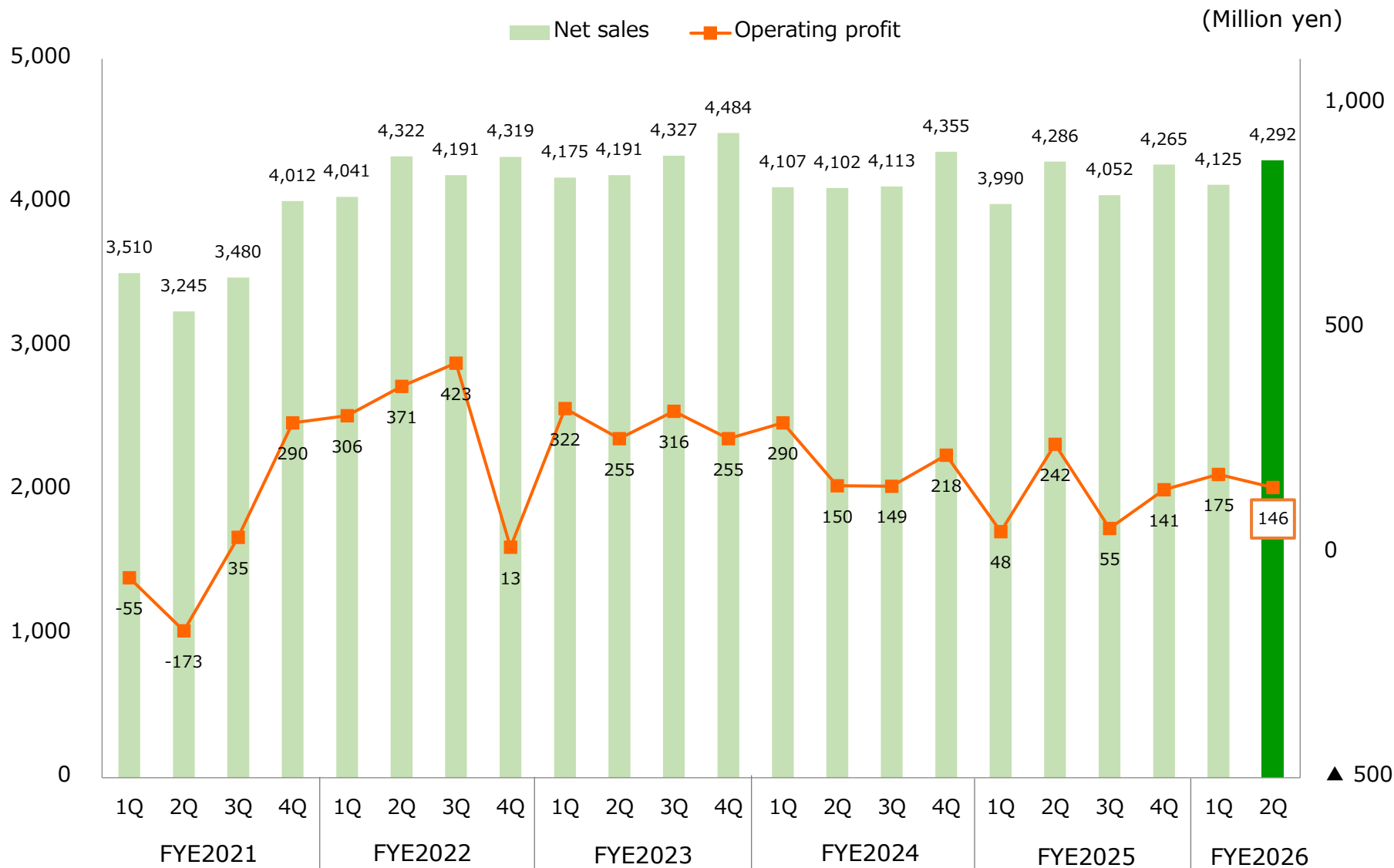


Net assets

(Million yen)



Consolidated Quarterly Financial Results



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