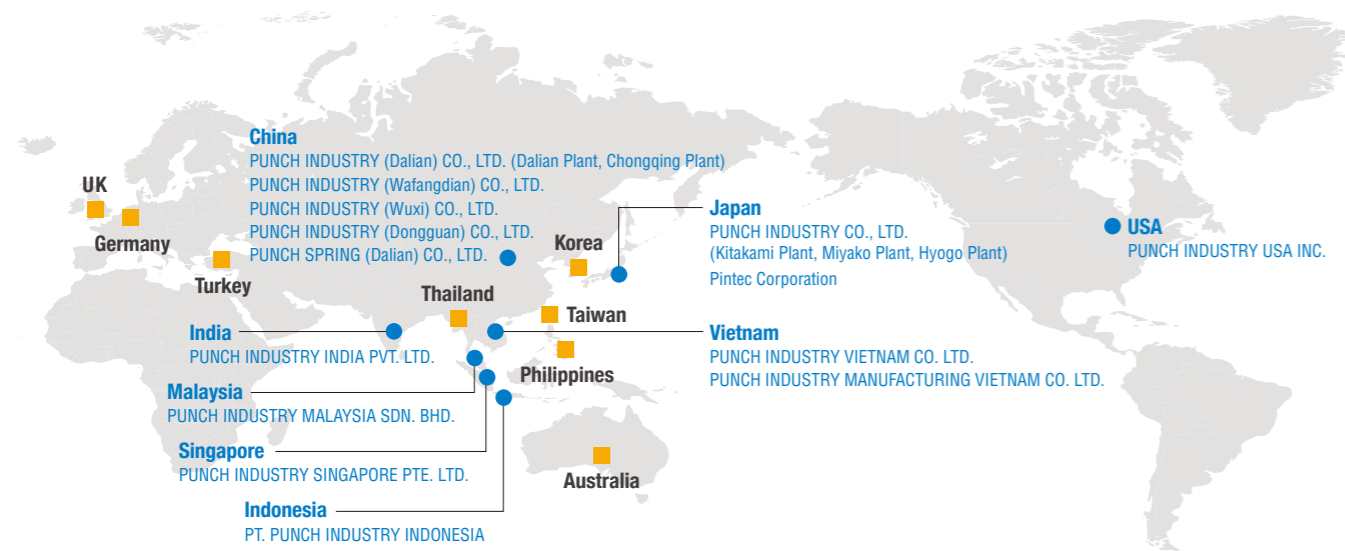


## The Punch Industry Group's Network

● Group companies ■ Sales offices



# 2020 ANNUAL REPORT

SUPPORTING PRODUCT MANUFACTURING  
AROUND THE WORLD

## Introduction to Company Website and IR e-Magazine

### ■ Company Website



Top page

Investor Relations

The Punch Industry website contains various information, including Company Overview, Business Overview, and Investor Relations information.

<https://www.punch.co.jp/english/>

### ■ Inquiries

#### PUNCH INDUSTRY CO., LTD.

Corporate Strategy Planning Office, IR&PR Division

Omori Bellport E-5F, 6-22-7 Minami-oi, Shinagawa-ku, Tokyo, 140-0013, Japan

Phone: +81-3-5753-3130 Fax: +81-3-5753-3175

E-mail: [info-corp@punch.co.jp](mailto:info-corp@punch.co.jp)

#### Disclaimer Regarding Forward-Looking Statements

This annual report contains forward-looking statements regarding Punch Industry's future plans, strategies, and forecasts. Such statements are not based on historical fact, but are expectations, estimates, and forecasts based on information currently available. These expectations, estimates, and forecasts involve many potential risks and uncertainties, including changes to the economy, exchange rate variations, changes in the competitive environment, the outcome of current or future litigation, or the continued usefulness of capital procurement. As a result, actual business results may differ materially from these statements. Accordingly, investors are cautioned not to place undue reliance on forward-looking statements. Punch Industry is not obliged to amend these forward-looking statements based on new information or future events.

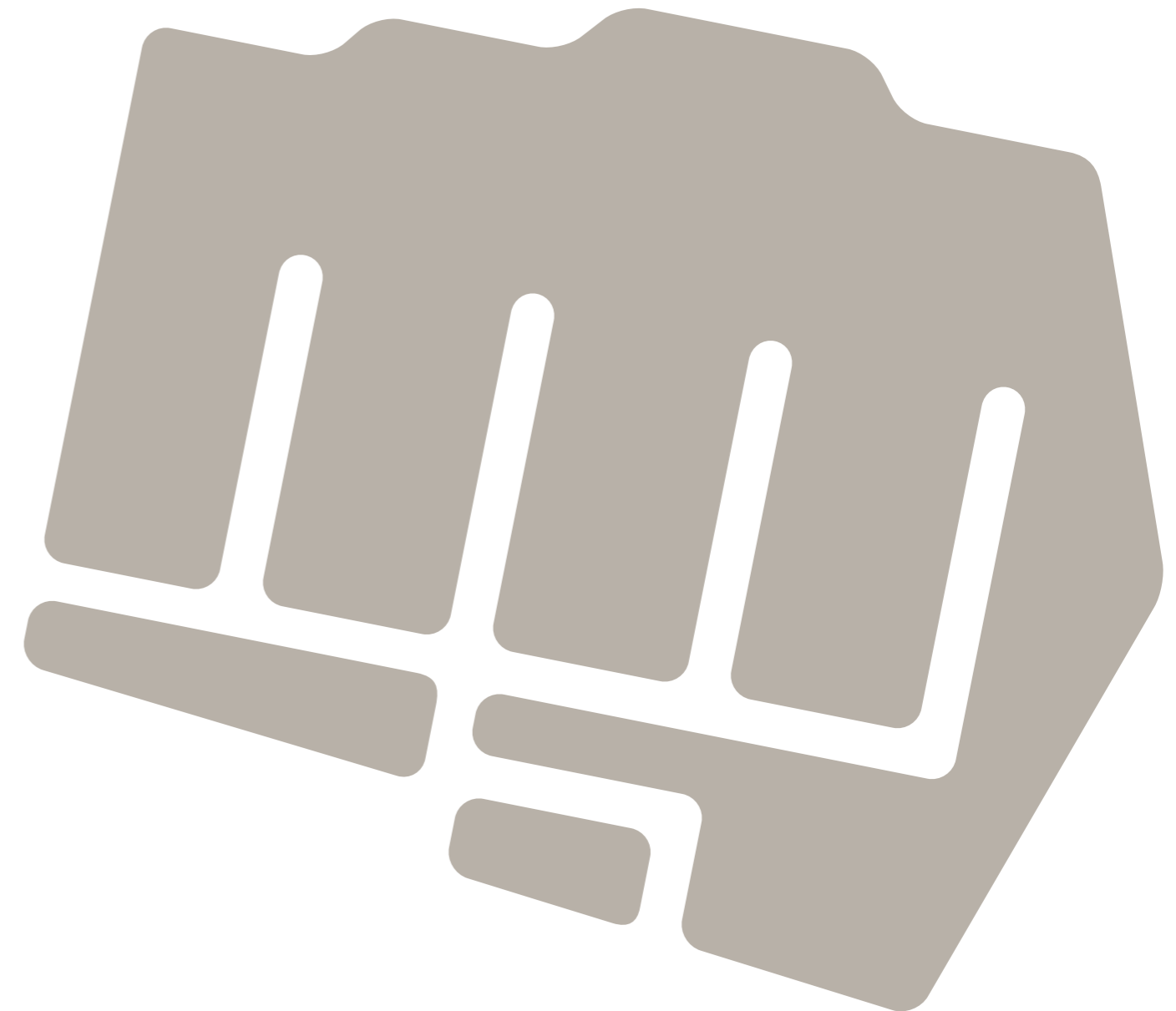
### ■ IR e-Magazine



Please subscribe to our e-Magazine using this QR code or URL. (Japanese language only)

We provide business results, press releases, and other IR-related information via e-mail.

<https://fofa.jp/punch/a.p/102/>  
(Japanese language only)

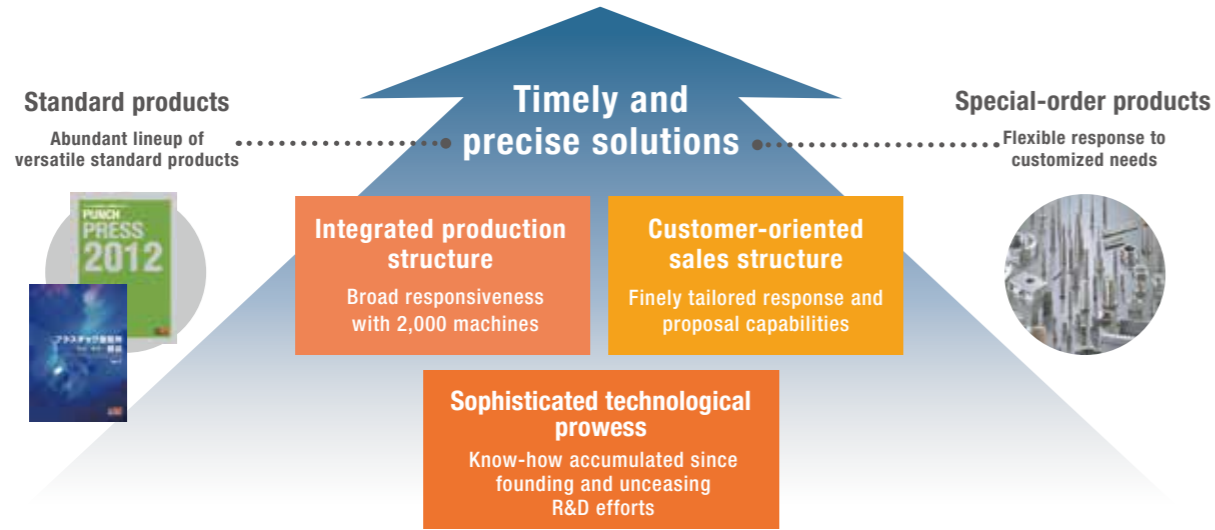


PUNCH INDUSTRY CO., LTD.

# Supporting Product Manufacturing around the World

## Punch Industry Group's Strengths

High customer satisfaction



### Management Principles

Driven by the spirit of innovation, we will continue to develop and propose advanced technologies in response to customer needs, for the benefit of society.

We will create a vibrant corporate culture that fulfills people's dreams, by placing high value on vigorous energy and flexible ideas.

We will contribute to social development by embracing the spirit of environmental consideration and compliance and promoting sound corporate activities that are appreciated by society.

### Corporate Vision

We aim to become the leading brand in the mold and die components industry and achieve high profitability by leveraging our competitive advantage as a comprehensive manufacturing and sales company.

### Business Fields

Molds and dies are necessary for making automobiles, electronic equipment, and consumer electronics—essential items in our daily lives—swiftly, uniformly, and in mass quantities. The Punch Industry Group makes the components that constitute such molds and dies. Deploying strengths amassed over the years—advanced technological capabilities, product quality, and meticulous services—we support global manufacturing and people's comfortable lives.

### Components for Plastic Molds

Plastic molds are used in the manufacture of many plastic products, such as the outercasings of smartphones and digital cameras. Each product is made by heating resin until it melts, injecting the melted resin into a die mounted on an injection molding machine, and then allowing it to cool and solidify. The Punch Industry Group manufactures and sells components used in these molds.

### These are what the Punch Industry Group makes!



#### Key product Ejector pins

Ejector pins are used to eject and release the molded body from a mold.



#### Key product Core pins

Core pins are used to mold parts. Core pins shape and engrave the portions of the part which they penetrate.

### Components for Press Dies

Upper and lower press dies are fitted to a press machine, which moves up and down. Sheet metal is inserted between the two dies, which are then pressed together to form a product that takes the same shape as the upper and lower dies. The Punch Industry Group manufactures and sells components used in these press dies.

### These are what the Punch Industry Group makes!



#### Key product Punches

As key components for press dies, punches are used to make holes in and/or engrave designs on sheet metal. Punch Industry derives its name from these products.

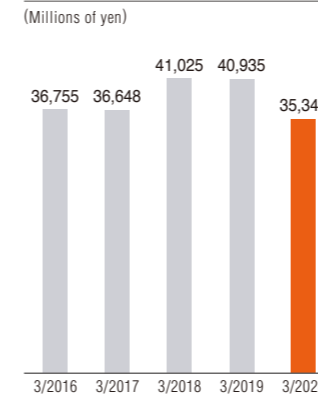


#### Key product Holder guide posts

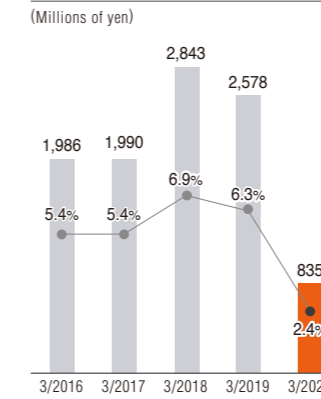
Holder guide posts are used to correctly align the upper and lower press dies.

## Performance Highlights

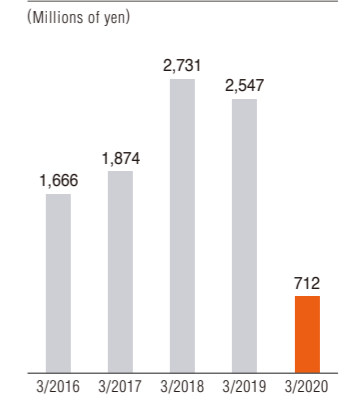
### Net sales



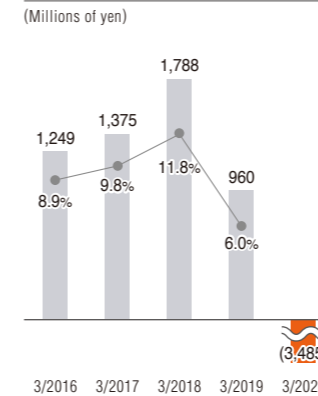
### Operating profit/ Operating profit ratio



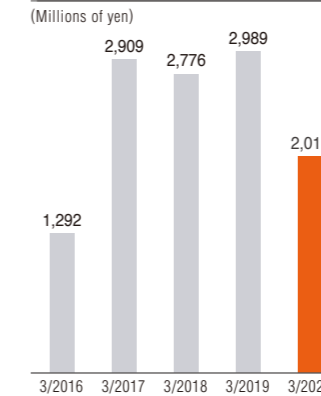
### Ordinary profit



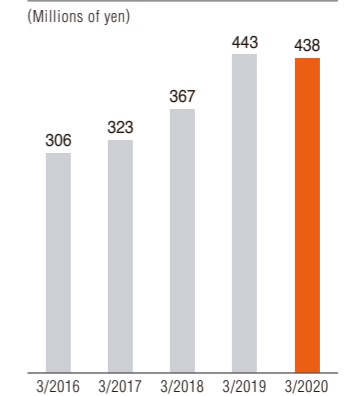
### Profit (loss) attributable to owners/ Return on equity (ROE)



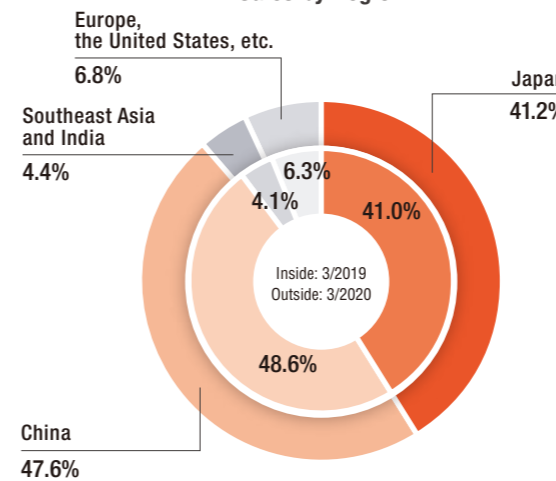
### Capital investments



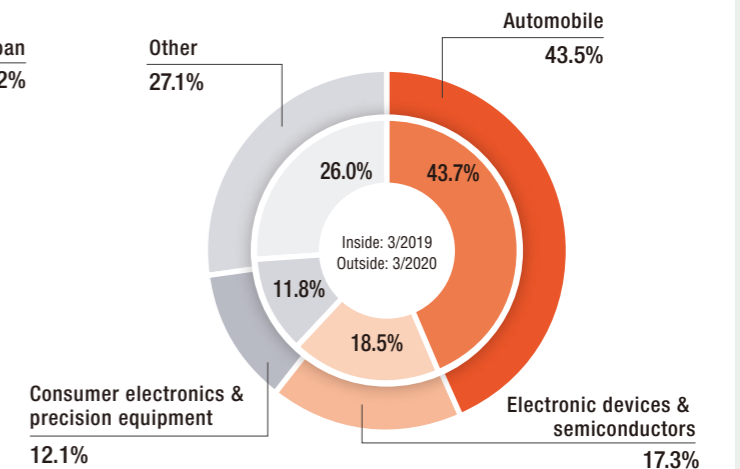
### R&D expenditure



### Sales by Region



### Sales by Industry



# We will implement VC2020 Plus to rebuild management ahead of our next mid-term business plan starting in fiscal 2022

In fiscal 2019, we made multiple downward revisions to our business outlook, recorded impairment losses in Japan and overseas, and reduced dividends, which together caused great inconvenience and concern to our stakeholders. Due to the further deterioration of external conditions, our business performance was very disappointing. Nevertheless, we see indications of steady progress in addressing priority initiatives set out in our mid-term business plan, “Value Creation 2020 (VC2020).” While keeping abreast of this trend, we have launched a new two-year plan aimed at rebuilding our business.

**Tetsuji Morikubo**  
Representative Director, President, Chief Executive Officer



## Review of fiscal 2019 performance

Due to prolonged US-China trade frictions that began two years ago, both sales and profit fell sharply in fiscal 2019. Sales of automobile-related products, which account for a large percentage of revenue, fell significantly worldwide, compounded by sluggish sales of electronic device and semiconductor sectors. With respect to semiconductors, back in fiscal 2017 we enjoyed significant growth in demand from data center operators and makers of smartphones and PCs. We expected the market to recoil and stagnate in fiscal 2019, accordingly, the slump in demand for automobile-related products had a particularly strong impact. In the previous fiscal year, we enjoyed healthy orders and made aggressive investments in response. At that time, we stepped up operations at our new plant in Dalian, China, while transferring the production of standard products to the Vietnam Plant, and we had prepared to incorporate new products into our plants in Japan. However, the sudden deterioration in market conditions led to a significant decline in profitability. Also, our aggressive investments led to increases in fixed and other costs, prompting us to report impairment losses in Japan and overseas to address the significant decline in revenue.

## Review of previous mid-term business plan (VC2020)

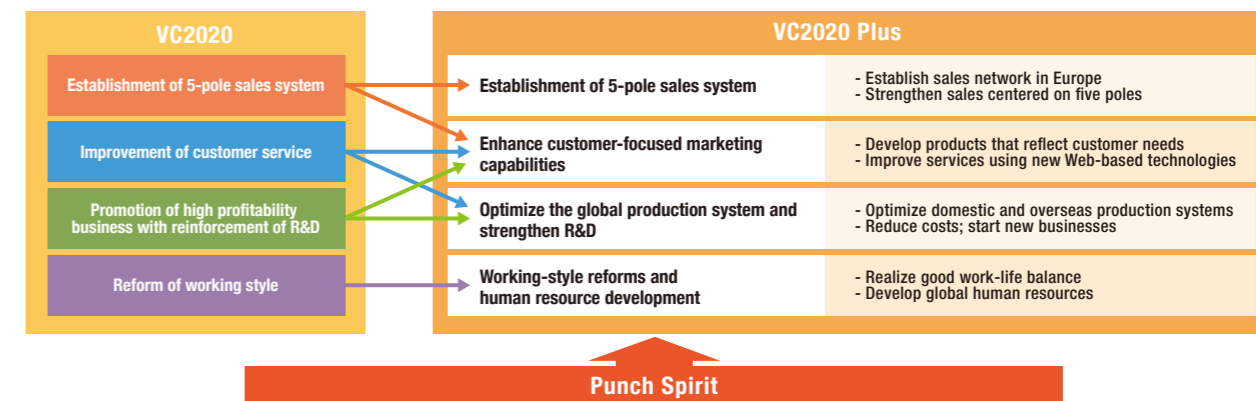
Our objective is to establish a 5-pole sales system under our vision, “The World’s Punch.” With this in mind, we set up a sales company in the United States that has begun to show steady business growth. In Europe, as well, we stepped up collaboration with agents, leading to an increase in sales and steady progress toward globalization of our operations. On the manufacturing side, collaborations between our sales,

manufacturing, and R&D teams also produced results, especially at the Dalian Plant, which underwent expansion in China. Also, we are cultivating customers and products in new domains, such as food/beverage/container-related and medical-related fields, and we feel that responses have been positive. Accordingly, we will aim to establish a similar strategy in Japan. In addition, we relocated the manufacture of standard products from Japan to our plant in Vietnam, thus freeing up capacity in Japan to focus on special-order products, which we anticipate will contribute to our future business. However, we reported an impairment loss for the second consecutive term at the Vietnam Plant, which we established with the aim of dispersing our manufacturing risk away from our foothold in China. In hindsight, we regret that our investment in Vietnam was a bit hasty. Like the Kitakami Plant in Japan and the Dalian Plant in China, perhaps we should have expanded gradually while monitoring the situation. This made us rethink how we should make investments that best suit our company.

## New mid-term business plan: VC2020 Plus

In light of our business results in fiscal 2019, we considered revising our existing mid-term business plan, VC2020, which was scheduled to end in March 2021. Instead, we formulated a transitional mid-term business plan, Value Creation 2020 Plus (VC2020 Plus), covering the two-year period from April 2020 to March 2022, which is positioned as a rebuilding period. Under the new plan, we will deepen our responses to the four initiatives defined in VC2020—“Establishment of 5-pole sales system,” “Enhance customer-focused marketing capabilities,” “Optimize the global production system and strengthen R&D,” and “Working-style reforms and human resource development”—in

## Priority Initiatives for Value Creation (VC)



order to achieve business recovery at an early stage.

Improving profitability in Japan is a particularly urgent task. To this end, we will strive to improve product quality, prices, delivery times, and service levels, which together form the source of our competitiveness, so that we will always be the first choice of our customers. We will also expand our line of special-order products, which are highly profitable, to get our business on the path to recovery.

In the course of fiscal 2019, we came to realize that we have many diverse competitors, including those located close to our customers who can provide meticulous responses, as well as our customers’ own in-house production facilities. For this reason, we reaffirmed the importance of improving our ability to collect information and analyze our customers, so that we can identify and confront competitors on a case-by-case basis in the future. In order to survive in this difficult business environment, we also need to shift our focus from “what we can do” to “what customers expect of us.” Here, it is especially important that we identify the cause of lost orders. Accordingly, we will concentrate on “Enhancing customer-focused marketing capabilities.” We will do this by relocating staff from the manufacturing department to the sales department, enhancing education for salespeople, and fostering human resources with a high understanding of product drawings and the ability to propose processing methods.

With respect to “Establishment of 5-pole sales system,” we will work to capture market growth in Southeast Asia—namely, Vietnam and Indonesia—in addition to developing our mainstay

markets in Japan and China. In the Americas, where a labor-intensive approach is not suitable, we will continue effectively utilizing the Internet and other means to identify and verify sales strategies, and we will replicate any positive outcomes laterally across Europe to establish a foothold there.

Regarding efforts to “Optimize the global production system and strengthen R&D,” we will emphasize face-to-face sales and undertake manufacturing in the vicinity of our customers. Going forward, we will continue optimizing our production system while always working to enhance production efficiency at our plants in Japan, China, Malaysia, and Vietnam. In fiscal 2019, we established the Development Headquarters in Japan to integrate our sales, marketing, and manufacturing functions. The new division is spearheading efforts to strengthen R&D, including by reviewing the processing methods for products that cannot be manufactured at our plants and those with which we have made limited progress with cost reduction.

With respect to “Working-style reforms and human resource development,” we have introduced a teleworking system before the COVID-19 spread, leading to considerable changes in employees’ approaches to their working arrangements. We will continue our teleworking system in the future because it helps us provide safety and a good work-life balance for employees. We also started an overseas training system (from Japan to Malaysia and India) to foster global human resources and will continue providing education from long-term perspectives in order to step up globalization of our business.

## To our stakeholders

First of all, I always realize I have to build a company that can prevail and generate consistent profits. This is key to solidifying the stability of the Punch Industry Group and its business operations.

As a background player who supports manufacturing around the world, we will return to the basics of meeting customers’ expectations and earning their patronage, while further strengthening efforts to integrate sales, manufacturing, and product development.

Although we forecast another decline in net sales, we will target a year-on-year increase in profits in fiscal 2020. We will achieve this through lower depreciation expenses—owing to impairment losses in fiscal 2019—as well as the ongoing cost rate reduction effect.

We will continue fulfilling our social responsibilities through initiatives unique to the Punch Industry Group while pursuing our vision to become “The World’s Punch” and contribute to global advancement. We look forward to your long-term support.



**We will enhance customer-focused marketing capabilities to provide convenience to customers and become their provider of choice**

**Sales Division**

**Yasuhiro Sanada**

Director, Managing Executive Officer,  
Chief Operating Officer (Sales)



**We will optimize the global production system and reinforce R&D by using the strengths of each production base to enhance efficiency**

**Manufacturing Division**

**Akira Takanashi**

Director, Senior Executive Officer,  
Chief Operating Officer (Manufacturing)



**Enhancing customer-focused marketing capabilities**

One key priority of VC2020 Plus is to enhance customer-focused marketing capabilities. We relocated staff from the manufacturing department to sales branches to reinforce our proposals to include technical details. By integrating the manufacturing and sales functions, we will better respond to customer requests. In addition, we will further enhance technical capabilities by aiming to deliver finished products rather than semi-finished products. We will also work to enhance customers' awareness of our superior product and service quality and reduce costs by reviewing tools, machining criteria, and work processes. Furthermore, to become our customers' provider of choice, we will improve convenience to customers by enhancing our Web-based ordering system for existing standard products and introducing a Web-based quotation system.

**Establishing 5-pole sales system**

In fiscal 2019, prolonged U.S.-China trade friction restricted shipments of electronic parts from Japan to China, significantly impacting our net sales. In fiscal 2020, we will step up efforts to overcome the situation and increase sales of electronic parts to generate steady gross profits.

**Japan**

We obtained orders from new customers in medical-related and other sectors by emphasizing collaboration between our manufacturing and sales departments. However, those orders were less than the work capacity of our plants. In fiscal 2020, we have launched a project to increase our business volume in the medical-related sector. In the automobile-related sector, we are working to boost orders for precision products requiring technical capabilities in the lithium-ion battery field and are starting to see steady results.

**China**

We won large orders for food-, beverage-, and medical-related products that we had focused on, and also obtained steady orders for canning-related products. We reinforced our foothold in the field of hot-runner systems, but sales of automobile-

related products fell sharply. Meanwhile, we notice that demand for electronic devices and semiconductors is rising thanks to support for 5G communications, and we expect sales to recover in fiscal 2020. In the medical-related field, we will strive to increase orders for high-value-added products.

**Southeast Asia and India**

In Vietnam and Indonesia, we enjoyed growth in sales of special-order products to Japanese companies and achieved our yearly targets, although we did not meet our target for Singapore. In India, sales of carbide products increased. We also started business in India with Japanese electronics manufacturers, resulting in higher demand for special-order products, though this was not enough so far to offset the significant decline in the automobile-related business.

**Europe**

Due to moves to phase out combustion engines, sales of automobile connectors, supplied by our Malaysia Plant, are shrinking. In response, we will focus on carbide products to meet growing demand for motors, electronic devices, and medical-related products, where "Punch" excels.

**The Americas**

We started trading with one of the world's largest manufacturers of beverage containers. Currently, our China Plant is handling these large orders, but we will consider supplying from Japan to strengthen Group responsiveness. Our next challenges will be to provide components with higher complexity and start trading with other major makers of beverage containers. We are cultivating new customers monthly while expanding our product range and increasing profits.



FABTECH Chicago in November 2019

**Production optimization and risk diversification**

To optimize the global production system, we are improving productivity by utilizing the strengths of plants in Japan, China, Malaysia, and Vietnam, while promoting product consolidation and automation/labor saving, and improving the production method/process and production efficiency. We will also pursue optimization, stressing risk diversification.

**Roles and tasks of production bases**

**Japan**

Over the next two years, we will reform our profit structure by eliminating inefficiency while improving technical abilities and shifting to high-value-added special-order products. We will also address issues such as reducing spoilage costs.

At the Kitakami Plant, we will expand our export volume by strengthening our lineup of high-value-added products for medicine, beverages, and containers. We will also emphasize collaboration between the plant and our R&D team, spearheaded by the Development Headquarters. At the Miyako Plant, we will work to incorporate square-shaped high-value-added products, special-order press products, and special-order FA products. At the Hyogo Plant and Pintec Corporation (a subsidiary), we will enhance our ability to handle standard products and special-order products.

**China**

At the Dalian Plant, we have positioned high-value-added products and high-precision non-automobile products as strategic offerings. We will improve our technical abilities in the medical-, FA-, and hot-runner-related fields, as well as in cold forging and can manufacturing, to expand sales globally. Meanwhile, the China Development Headquarters is making good progress with its R&D, increasing orders from the aerospace sector, a new field. We will strive to raise precision levels to bolster sales while reducing costs.

**Malaysia**

We will consolidate production of carbide products for global sales. Amid the shift from combustion engine cars to electric vehicles, we will enhance our lineup of electric motor products and work with our sales subsidiaries and sales agents to increase orders.

**Vietnam**

The Vietnam Plant, which started operations in 2016, has been handed over semi-finished products from China and standard products from Japan. In 2020, we stopped production of semi-finished products and refocused on standard products. We will strive to enhance productivity and increase the number of items. Furthermore, we will consider using new methods to resume manufacturing semi-finished products.

**Initiatives to strengthen R&D**

The aim of our R&D is to build a business that responds to market changes and creates new value that sets us apart from other companies. In addition to autonomous growth, we will consider developing products with academia and other companies. We will accelerate joint product development between our Japan and China Development Headquarters to further cultivate existing businesses, create new businesses, products, and technologies, and improve production. Accordingly, we will promote awareness of R&D and develop human resources.

**My role as head of manufacturing**

We need to improve QCD (quality, cost, delivery time) and the technical capabilities of employees, the basis of manufacturing. Specifically, we must do three things: eliminate defects to provide better products at reasonable prices, improve our ability to deliver products when customers need them, and possess the technical capability to meet all customer requirements. My responsibility is to create workplaces where employees are aware of these factors, allowing us to become a long-lived company with sustainable growth.

We will quickly normalize our operations by transitioning into high-value-added businesses that highlight our strengths

## Finance & Human Resources Strategies

**Takao Murata**

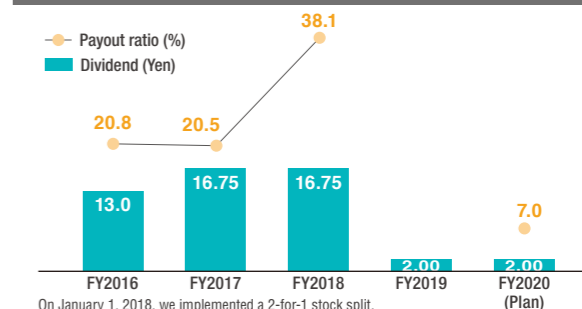
Director, Senior Executive Officer,  
Chief Financial Officer



### Capital Investments/Depreciation

(Millions of yen)	FY2016	FY2017	FY2018	FY2019	FY2020 (Plan)
Capital investments	2,909	2,776	2,989	2,011	805
Depreciation	1,396	1,597	1,729	1,674	975

### Dividend per Share and Payout Ratio



#### Lower sales and profit

In fiscal 2019, market stagnation due to U.S.-China trade friction decreased business volumes across various industries, including the automobile sector. As a result, price competition among parts manufacturers intensified, reducing net sales 13.6% year on year. Amid this stagnation, we need to establish a strong structure for sales and manufacturing that cultivates new industries and product fields directly linked to sales, while avoiding the loss of existing customers' orders.

Unfortunately, operating income has fallen to less than one third of the previous year's figure. We recognize this is a result of weaknesses in our earnings structure—a high marginal profit ratio and high fixed costs of in-house production. To change the structure, we could convert fixed costs to variable costs and lower the marginal profit ratio. However, by overdoing that, we will outsource everything and become unable to exploit our integrated production system, which is underpinned by exceptional technical capabilities. Instead, we must address urgent priorities Groupwide. Specifically, we will further refine technical capabilities, increase production of high-value-added items that generate profit, and build a structure whose profit margins are not greatly affected by fluctuations in sales.

#### Impairment losses in Japan and overseas

In fiscal 2019, we incurred huge impairment losses of around ¥3.3 billion. In our domestic business, which was on a growth trajectory, we implemented a proactive three-year investment strategy that started in fiscal 2016, resulting in sales growth. However, sales leveled off in fiscal 2018 and declined sharply in fiscal 2019. As a result, we could not generate returns commensurate with investments and posted impairment losses.

Although external business conditions have changed dramatically, we cannot deny that proactive investments made since fiscal 2016 have been excessive. A growth strategy is needed, but we must thoroughly check investment recoverability and profit generation plans before making capital investments. We must also rigorously monitor the progress of returns after investing. As the director in charge of operational management, I will oversee business execution with precision.

Our Malaysia Plant has had steady growth since we acquired it in 2013. However, a government order related to COVID-19 suspended operations. With this in mind, we reviewed future plans and found that we had no choice but to write off goodwill and intangible assets posted at the acquisition. Although the Vietnam Plant started operating smoothly, we were unable to ship products due to reductions in air-freight flights stemming from COVID-19. This resulted in a significant drop in sales and another impairment loss following that of fiscal 2018.

#### Financial position

Due to the lower net sales, higher cost ratio, posting of impairment losses, and reversal of deferred tax assets, we reported the first net loss since our public listing. The net loss also reduced net assets, resulting in a year-end equity ratio of 45.8%. However, we posted a free cash flow of ¥700 million.

The major drop in operating income put downward pressure on operating cash flow, which we offset and made positive by restraining investments and reducing working capital, including accounts receivable and inventories. We also reduced interest-bearing debt with the aforementioned free cash flow to repay debt.

#### Shareholder return

In fiscal 2019, we considered whether to pay cash dividends in light of the significant net loss. However, we decided to continue dividend payments thanks to positive operating income from our core businesses and positive free cash flow, as well as a reduction in interest-bearing debt, which helped us remain sound financially. We apologize to shareholders for the significant reduction in dividends compared with those of fiscal 2018.

#### Capital investments and depreciation

In fiscal 2019, capital investments amounted to ¥2 billion, and depreciation totaled ¥1.67 billion. Under VC2020 Plus, we will improve sales capabilities, attract orders, and minimize investments and expenses to restore business in two years.

Accordingly, we will limit Groupwide capital investments in fiscal 2020 to around ¥800 million. This will be allocated mainly to China, which is on a recovery trend. In fiscal 2020, depreciation may decline around ¥600 million due to impairment losses of the previous year, which we expect to fall further to around ¥1 billion. These decreases will form part of the funds to support the recovery of operating income in fiscal 2020.

#### Initiatives to improve asset turnover

The fixed asset turnover ratio, which we will try to improve, increased slightly in fiscal 2019 to 3.64 times, from 3.56 times in fiscal 2018. It had been expected to increase significantly owing to impairment losses incurred, but the actual increase was slight due to the large decline in net sales.

By contrast, the accounts receivable turnover ratio, which improved significantly in the previous year, declined again to 3.38 times, from 3.54 times in fiscal 2018. We collected accounts receivable, especially in China, resulting in a major decline in the year-end balance, but this was more than offset by the decrease in net sales. The net sales decline also exceeded that of total assets, causing a slight decrease in the total asset turnover ratio to 1.24 times, from 1.28 times in fiscal 2018.

#### Working-style reforms and human resources development

As a measure against COVID-19, we accelerated a work-at-home system, which we had tried out in 2019. Noting that working from home not only eases the burden of commuting but also improves work efficiency, we will continue elements of the system.

Meanwhile, aiming for comprehensive cost reduction and a stronger business foundation, we are steadily advancing working-style reforms by utilizing IT and robotic technologies at manufacturing sites to automate and enhance work efficiency, and deploying robotic process automation (RPA) and other IT tools to transform operations at the head office and sales departments. By using RPA to increase operational efficiency, we reduced overtime hours and paper use. I am very optimistic about the adaptability of younger employees and have great

expectations for new approaches to working-style reforms initiated by them. We will redefine our strengths and promote changes to our corporate culture with an emphasis on brand value. At the same time, we will foster employee unity.

Since 2019, we have engaged in an "Iku Boss campaign" to foster managers who care about their subordinates' private lives while also maximizing the performances of their organizations. All our executives and managers have made "Iku Boss Declarations" and are promoting management that emphasizes the work-life balance of subordinates.

To enhance customer-focused marketing, a priority initiative defined in VC2020 Plus, we operate an in-house human resources development organization called "Punch Academy" and actively use external resources to enhance sales-related training. We will step up efforts to foster human resources as an urgent task for future overseas business development.

#### Getting back to normal

Currently, it is difficult to return profits to shareholders and use internal reserves for growth-oriented investments. Nevertheless, we will strive to quickly normalize business within the restructuring time frame of VC2020 Plus, to deliver both corporate growth and shareholder return.

To this end, we recognize that promoting transformation into a high-value-added business structure that highlights our strengths is an important priority. The journey will not be smooth, and all departments, including manufacturing, sales, and product development, need to work together. Even the administrative departments, which I head, must provide strong backup in multiple ways, including human resources development, financial strategy, and system development. Management will ensure a common awareness of issues and forge ahead to target recovery of our core businesses.

# Review of VC2020 and Start of VC2020 Plus

Since April 2016, the Group has been implementing its mid-term business plan, VC2020 which ends in March 2021. However, we have been considering a revision of the plan in light of prolonged trade frictions between the United States and China and the global spread of COVID-19, which have affected our business performance.

To address these changing conditions and our worsening business results as a group, we formulated a transitional mid-term business plan called “VC2020 Plus,” covering the two-year period from April 2020 to March 2022. Under the plan, we will continue and magnify our responses to the four priority initiatives defined in “VC2020.” We have redefined these four initiatives as follows: “Establishment of 5-pole sales system,” “Enhance customer-focused marketing capabilities,” “Optimize the global production system and strengthen R&D,” and “Working-style reforms and human resource development.”

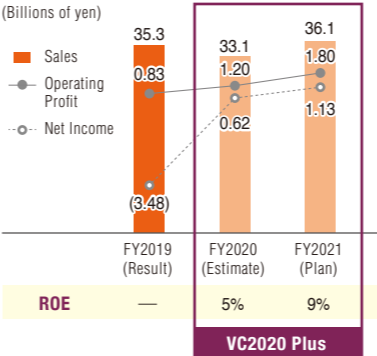
## VC2020 Plus—Management Goals and Measures

**Priority Initiatives** We will continue and magnify our responses to the four priority initiatives defined in “VC2020.”

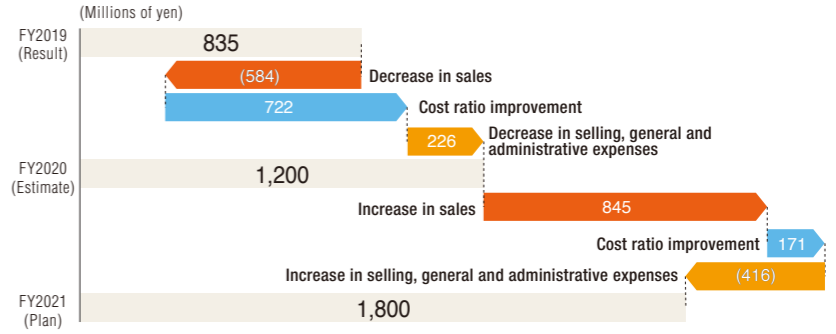
VC2020	VC2020 Plus	Specific measures
Establishment of 5-pole sales system	Establishment of 5-pole sales system	Further expanding sales channels in Southeast Asia, Europe and the Americas
Improvement of customer service	Enhance customer-focused marketing capabilities	Deploying salespersons with rich processing knowledge through transfers from manufacturing division and human resource development
Promotion of high profitability business with reinforcement of R&D	Optimize the global production system and strengthen R&D	Rearrange production items among the plants, focusing on their characteristics Curtailed working-hours and establishment of new construction method through R&D
Reform of working style	Working-style reforms and human resource development	Promotion of active roles of women, work-life balance, and development of global human resources

### Management Goals

#### Sales/Profit Trends



#### Changes in Operating Profit

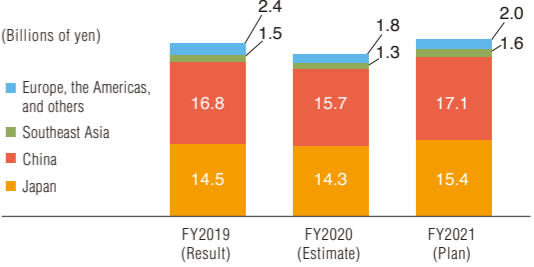


#### <Main factors for changes>

- Sales**
  - Under the assumption that the impact of the spread of COVID-19 will continue until September 2020
- Cost ratio**
  - Relief in depreciation after impairment losses made in fiscal 2019
  - Suppression of investment and recruitment
- SG&A**
  - Relief in depreciation after impairment losses made in fiscal 2019
  - Decrease in packing and transportation costs

#### Sales Transition by Regions

Region	Measures
Europe, the Americas, and others	Tighter cooperation with agents in Europe Further focus on medical-related industry in the Americas
China	Expansion of highly precise medical-related products Setting new production line for short-time delivery
Southeast Asia	Expansion of special-order products to Southeast Asia Cooperation with R&D Headquarters in Japan and China
Japan	Increase of sales staff, including transfer from manufacturing division Improvement of ordering system for customers



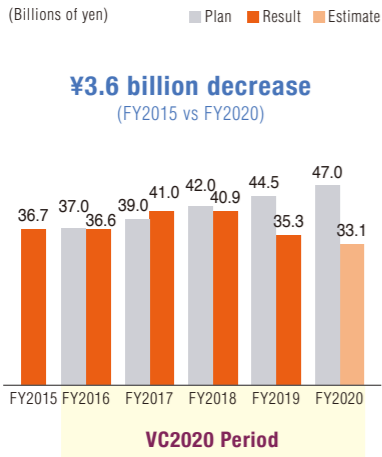
### Measures

#### Measures by Region

Measure	Japan	China	Southeast Asia, India	Europe	The Americas
Establishment of 5-pole sales system			Strengthen regional strategy	Establish sales structure	Expand customer base
Enhance customer-focused marketing capabilities	Product development based on customer needs Improvement of ordering system	Partnerships with customers in new fields			
Optimize global production system and strengthen R&D	Optimization of global production systems for standard and special-order products • Promote labor-saving and automated production in Japan and China • Increase medical- and beverage-related production capacity • Increase stabilization and profitability of Vietnam Plant operations				
Working-style reforms and human resource development	Development of new fields and markets Looking into business tie-ups and M&As with other companies Improvement of processing technology for difficult-to-process materials Continue development in the aerospace field				
	Promotion of active roles of women and work-life balance/Development of human resources who can be active overseas				

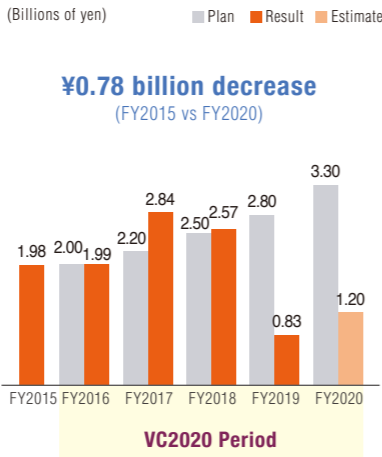
### Review of “VC2020”

#### Sales Trend



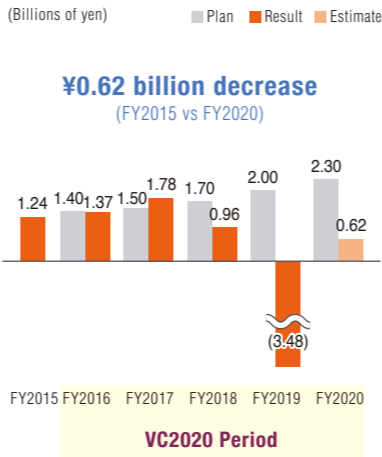
Decrease in sales due to U.S.-China trade frictions and economic slowdown in Europe and the Americas, despite increased sales of special-order products in Vietnam and Indonesia.

#### Operating Profit Trend



Decrease in operating profit due mainly to lower sales stemming from market deterioration, increase in cost ratio due to falling factory capacity utilization, and the appreciation of the yen, despite progress made beyond the initial plan until fiscal 2018.

#### Net Income Trend



In fiscal 2019, posted a net loss for the first time since its listing, due to impairment losses at the Vietnam Plant and domestic plants.

### Evaluation of Measures



#### Establishment of 5-pole sales system

- 2016: Established a subsidiary in the Americas  
Sales expanded, but then slowed due to trade friction
- Expanded into Europe based on the utilization of existing agents  
Though cooperation with agents strengthened, sales slowed due to economic slowdown

#### Improvement of customer service

- Reduced digital engineering business due to sluggish orders
- Realized an optimal product supply system through global sourcing
- In focused areas of medical and food/beverage industry, transactions expanded with core customers

#### Promotion of high profitability business with reinforcement of R&D

- 2016: Established a new plant in Vietnam  
Due to the delay in the establishment of the production system and the decline of market conditions, profits did not grow and impairment loss was recorded
- Recorded impairment losses at domestic plants due to worsening market conditions stemming from prolonged U.S.-China trade friction
- Established R&D headquarters in Japan, which developed a Japan-China two-region structure

#### Reform of working style

- Promoted a variety of working-style reforms, assisting from both institutional and operational aspects
- Introduced a new personnel system with enhanced transparency and fairness
- Established a human resources development organization “Punch Academy”  
Introduced various training programs

## Technology Development and R&D

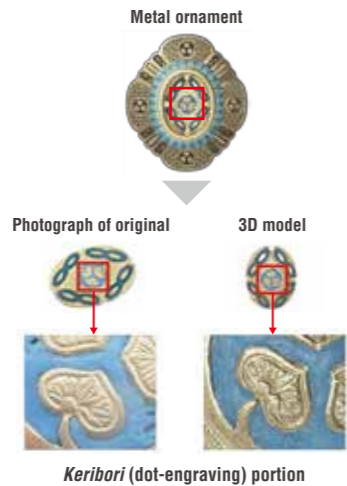
The Punch Industry Group proactively engages in technology development and R&D, the source of value creation for a manufacturing company.

**R&D and Marketing Creating New Value**

The Punch Industry Group's R&D bases in Japan and China work with each other to develop new construction methods and products. In Japan, the Group faces a drastically changing business environment due to advances in digitization and electrification, and transformation of business models. In response, we established the Development Headquarters in 2019. In addition to engaging in marketing with a focus on new businesses and products, its role is to develop technologies aimed at facilitating such marketing efforts, as well as conduct R&D and pursue future-oriented growth strategies.

### Digital Engineering Service

In collaboration with Hazama Ando Corporation, we succeeded in scanning the metal ornaments of Nagoya Castle's Honmaru Goten Palace and converting the scans into 3D data. In the field of cultural properties and historical buildings, there are moves to replicate whole buildings and their ornaments into digital data for safekeeping. The metal ornaments attached to Japanese shrines, temples, and castles have very fine designs, and it is difficult to record their details in photographs. With conventional 3D scanners, it is hard to properly scan black or glossy items that do not reflect light well. However, we succeeded in converting the exquisite designs into digital data by selecting the right device, adjusting the amount of light and shooting mode, and performing a complex rendering process (adding information, such as color and texture, to the 3D data) using more than 700 types of materials.



### Digital x Manufacturing

As a challenge to develop a new manufacturing process, we created an "apple" under the theme of "Digital x Manufacturing." This enabled us to measure the actual object, convert it into 3D data, and use the data for in-house processing. As a result, we established an in-house integrated production technology covering everything from actual object measurement to processing.



## Human Resources Strategy

Human resources are the foundation of business activities. Invigorating our human resources and encouraging personal growth are the biggest driving forces behind the Punch Industry Group's progress and the enhancement of corporate value. We strive to develop our human resources and promote work-style reform based on this philosophy.

### Human Resources Development

Seeking to foster human resources brimming with the Punch Spirit and pass on our skills, cultivated over many years, to future generations, we established a human resources development organization called "Punch Academy" in 2017. Through the Academy, we conduct a diverse range of educational courses, such as new employee training, stratified training, and manufacturing training for sales staff. To help pass on skills, veteran employees removed from frontline manufacturing embrace a new mission, serving as instructors to engage in human resource development.



### Work-Style Reform

We aim to realize a work style that raises the synergistic benefits of work and private life. In Japan, we offer a variety of working environments and styles. For example, we introduced an hourly paid leave system and a telecommuting system. As a proactive adopter of IT technology, we have made our offices more paperless and deployed robotic process automation (RPA) technology to streamline and automate business processes. Taking advantage of recent measures to prevent COVID-19 infections, we stepped up efforts to improve the infrastructures of employees' offices and homes.

### Iku Boss Promotion

Since 2019, we have engaged in a campaign aiming to foster "IkuBoss" managers who can maximize the performances of their organizations while caring about the private lives of their subordinates. "Iku Boss" is a coined term that combines "ikuji" (Japanese for "raising children") and "boss." All of our executives and managers have made "Iku Boss Declarations" and are working to improve their organizations accordingly.



### Childcare and Family Care Support

We revised our system to make it easier for men to take paternity leave, and in 2019 three male employees took such leave. In addition, we expanded the scope of our accumulated paid leave system to include leave for childcare and family care purposes. We also produced a handbook that explains the systems and applications that are available and matters to be considered by superiors and colleagues when employees take childbirth or childcare leave.



### Promoting the Advancement of Women

On the basis of our belief that the active participation of women is essential for the sustainable development of a company, we encourage women to pursue diverse careers and life plans. The Punch Women's Forum (PWF), established in 2018, holds meetings that cross the boundaries of occupations and business establishments. It has achieved various successes, including extending the period of short working hour system.



### Reform of Corporate Culture

We are taking various measures to reform our corporate culture as we seek to become a company in which each employee plays a leading role. In 2019, for example, we participated in regional events as volunteers at each domestic factory, and held in-house photo exhibitions at head office to improve communication between employees.



Volunteer activities at Kitakami Geto Kogen Hill Climb

## ESG

The Punch Industry Group considers ESG (environmental, social, and governance) issues to be important management priority and is working to address them.

### Environmental Measures


The Punch Industry Group's environmental commitment is to contribute to the advancement of society through the manufacture of environmentally friendly products. As part of this, products that comply with environmental laws, such as the Restriction of Hazardous Substances (RoHS) Directive, are displayed in our catalog with an environmentally friendly mark. In addition, we are making continual improvements by acquiring environmental management system certification, while providing regular educational opportunities to raise the environmental awareness of our employees.



### SDGs

To fulfill its responsibilities as a member of society, the Punch Industry Group has long been working to solve issues set forth in the SDGs at each of Group companies. Among the 17 SDGs, in 2020 we will select six that are particularly closely related to our business as priorities common to the Group, and we will strive to resolve them.



**Groupwide No Tobacco Day** 

The World Health Organization (WHO) has set aside May 31 each year as "World No Tobacco Day." On that day, each Group company determines and carries out activities to help people quit smoking with the aim of building a tobacco-free society.



**Donation Class Established at Vocational Training School** 

Since 2003, the Punch Industry Group in China has been donating equipment to and hiring graduates from a local vocational school. In 2015, we established a "Donation Class" of around 120 students to educate them about metalworking and drafting. We also set up a scholarship system at the school in 2016.



**Solar Panels Installed** 

Our Malaysia Plant installed around 450 solar panels on the roof of its facility in 2018. Solar energy generated from the panels covers part of the electricity used in the plant, and surplus electricity is sold to local power companies.



# Corporate Governance

To continue being an entity that is highly regarded by society, the Punch Industry Group will further improve the transparency and soundness of management by reinforcing corporate governance and maintaining rigorous compliance.

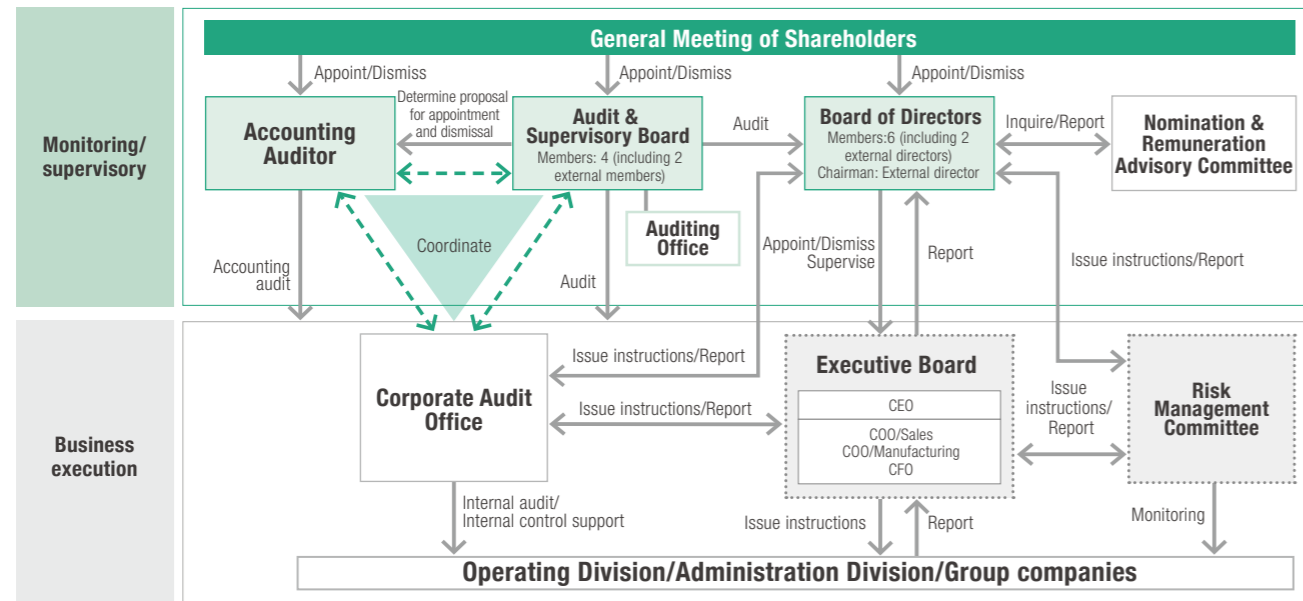
## Initiatives to Strengthen Corporate Governance

	3/2014	3/2015	3/2016	3/2017	3/2018	3/2019	3/2020
<b>President</b>	2013- Masaaki Takeda						2019- Tetsuji Morikubo
<b>Chairman of the Board of Directors</b>	President serves concurrently as Chairman			2016- External director serves as Chairman			
<b>External Director(s)</b>	2013- 1 person			2016- 2 persons			
<b>Advisory Committee, etc.</b>			2015- Nomination & Remuneration Advisory Committee * Formulation of policy for nomination and dismissal of management executives * Planning for and monitoring of successor				
<b>Risk Management</b>	Since public listing: Risk and Compliance Committee		2015- Name changed to the Risk Management Committee				

### Basic Policy

The Punch Industry Group makes dedicated efforts to enhance corporate governance practices to comply with laws and sincerely fulfill the corporate social responsibility, to ensure the soundness and transparency of management, to protect the interests of all shareholders, customers, and other stakeholders, and to continuously increase the corporate value, under the following concepts:

1. Securing shareholders' rights and equality
2. Appropriately cooperating with all the stakeholders including shareholders
3. Ensuring transparency by appropriate information disclosure
4. Supervising business execution by the Board of Directors
5. Engaging in constructive dialogue with shareholders



### 1. Board of Directors & Business Execution Structure

Punch Industry is a company with an Audit & Supervisory Board. The Company has strengthened its executive officer system to separate the monitoring/supervision of management by the Board of Directors and executive functions of management and to enable prompt decision-making by management. We abolished titled positions for directors except for the chairman, and have adopted a system of selecting the president and titled executive officers from among the executive officers.

The Board of Directors is composed of six directors (including two external directors), and it holds regular meetings monthly and extraordinary meetings when necessary. The Executive Board, composed of all executive officers, convenes once a month as the decision-making body for business execution. The Board engages in deliberation and makes decisions related to execution of business, including matters legitimately delegated by the Board of Directors.

### 2. Audit & Supervisory Board and its members

The Audit & Supervisory Board is composed of four members (including two external members). The Audit & Supervisory Board monitors the Company's governance practices and implementation status, and conducts an audit of daily activities, including the execution of duties by the directors. The external members are attorneys, and are responsible for monitoring management practices from the perspective of compliance. In addition, the Audit & Supervisory Board coordinates with the internal audit division to verify whether each department within the Company carries out business execution in accordance with internal regulations and applies appropriate accounting procedures.

### 3. Nomination & Remuneration Advisory Committee

Punch Industry sets the Nomination & Remuneration Advisory Committee, composed of all external officers and directors who oversee management, as an advisory body of the Board of Directors to clarify basic policies and standards and enhance fairness and transparency of

the decision-making process when nominating and dismissing directors and executive officers and determining their remuneration.

### 4. Risk Management Committee

The Risk Management Committee, consisting of executive officers, general managers, the chief of the Corporate Strategy Planning Office, the managing directors of the main group companies, and the chief of the Corporate Audit Office, works to establish, maintain, and improve the Company's risk management and legal compliance systems.

### 5. Remuneration of Board Members, etc.

The total amount of the remuneration of directors and Audit & Supervisory Board members is approved by the General Meeting of Shareholders. The Board of Directors decides the specific amount of remuneration for each director upon the examination of appropriateness at the Nomination & Remuneration Advisory Committee, and the Audit & Supervisory Board decides the specific amount of remuneration for each Audit & Supervisory Board member.

### Compliance/Risk Management

The Company has established the internal audit division that reports directly to the president and chief executive officer, which conducts regular audits regarding the state of compliance with laws and regulations, the Articles of Incorporation, and internal rules and regulations. The Company has also set up the Punch Hotline, an internal reporting system for reporting and consultations if compliance-related issues are discovered. Adhering to a set of rules on whistleblowing, we strive to uphold internal controls and improve the system of in-house checks and balances. Compliance education is carried out via new employee and rank-based training to ensure that all employees engage in appropriate and fair business activities. Compliance education is also

regularly provided to all officers and employees via e-learning.

Furthermore, the Company stipulates its basic policy and system for managing risks involved in operations in the Risk Management Guidelines and strives to deal appropriately with risk by enhancing this system. The Risk Management Committee met four times during fiscal 2019 to confirm the status of internal reporting and deliberate on issues and measures related to promotion of risk management across the Group, accurately understanding and evaluating risks, and implementing appropriate control. The Board of Directors regularly receives reports about the results of the Committee's activities.

### Messages from External Directors

**Yukiko Mitsuhashi**  
External Director



Our values are changing significantly in the midst of the so-called "new normal." We seem to be moving away from long working hours and a male-dominated corporate society while we reevaluate our family lives as people avoid going out. Against this backdrop, I think we will see a growing emphasis on ESG in the future with a real sense of necessity. Fiscal 2019 was the first year that the Company incurred a net loss since it became a listed company. In order to recover, I believe it is necessary to create an environment in which individuals can freely demonstrate their abilities and pursue the ways of a company sought by society. We will further enhance our corporate value through personnel system reforms, encouragement of active roles for women, and SDGs initiatives.

**Kazuyoshi Tsunoda**  
External Director



While one of the goals of governance is to keep a company running smoothly and thereby increase revenue, achieving efficient operations is not an easy task. Although we conducted follow-up actions to enhance efficiency in fiscal 2019, they did not lead to a significant improvement in profit. In fiscal 2020, I will contribute to enhancing our corporate value by significantly increasing the number of on-site inspections to better understand the problem. At the same time, I will review the evaluation methods for new projects and investments to improve efficiency, while promoting organizational and management transparency.



Reasons for Appointment of Directors and Audit & Supervisory Board Members and Meeting Attendance

Name	Reason for appointment	Independent director	Attendance at Board of Directors and Audit & Supervisory Board meetings in FY2019
Directors	<b>Tetsuji Morikubo</b>		Attended 14 of 14 Board of Directors meetings
	<b>Yasuhiro Sanada</b>		Attended 13 of 14 Board of Directors meetings
	<b>Akira Takanashi</b>		Attended 13 of 14 Board of Directors meetings
	<b>Takao Murata</b>		Attended 14 of 14 Board of Directors meetings
	<b>Yukiko Mitsuhashi (External)</b>	<input checked="" type="checkbox"/>	Attended 14 of 14 Board of Directors meetings
	<b>Kazuyoshi Tsunoda (External)</b>	<input checked="" type="checkbox"/>	Attended 14 of 14 Board of Directors meetings
Audit & Supervisory Board Members	<b>Norio Kitsui</b>		Attended 14 of 14 Board of Directors meetings and 16 of 16 Audit & Supervisory Board meetings
	<b>Susumu Sugita</b>		Attended 13 of 14 Board of Directors meetings and 15 of 16 Audit & Supervisory Board meetings
	<b>Ryoichi Ando (External)</b>		Attended 14 of 14 Board of Directors meetings and 16 of 16 Audit & Supervisory Board meetings
	<b>Yoriatsu Matsue (External)</b>	<input checked="" type="checkbox"/>	Attended 14 of 14 Board of Directors meetings and 16 of 16 Audit & Supervisory Board meetings

Honorary Chairman



**Yuji Morikubo**  
Founder, Honorary Chairman

Directors



**Tetsuji Morikubo**  
Chief Executive Officer



**Yasuhiro Sanada**  
Chief Operating Officer (Sales)



**Akira Takanashi**  
Chief Operating Officer (Manufacturing)



**Takao Murata**  
Chief Financial Officer



**Yukiko Mitsuhashi**  
External Director



**Kazuyoshi Tsunoda**  
External Director

Audit & Supervisory Board Members



**Norio Kitsui**  
Full-time Audit & Supervisory Board Member



**Susumu Sugita**  
Full-time Audit & Supervisory Board Member



**Ryoichi Ando**  
External Audit & Supervisory Board Member



**Yoriatsu Matsue**  
External Audit & Supervisory Board Member

## 5-Year Financial and Non-Financial Highlights

Financial information	3/2016	3/2017	3/2018	3/2019	3/2020
<b>Fiscal Year</b> (Millions of yen)					
Net sales	36,755	36,648	41,025	40,935	35,348
Gross profit	10,178	10,191	11,658	11,472	9,187
Selling, general and administrative expenses	8,191	8,201	8,814	8,893	8,351
R&D expenditure	306	323	367	443	438
Operating profit	1,986	1,990	2,843	2,578	835
Ordinary profit	1,666	1,874	2,731	2,547	712
Capital investments	1,292	2,909	2,776	2,989	2,011
Depreciation	1,432	1,396	1,597	1,729	1,674
Profit (loss) attributable to owners of parent	1,249	1,375	1,788	960	(3,485)

<b>Cash flows</b> (Millions of yen)					
Net cash provided by operating activities	3,187	1,785	3,393	3,185	2,490
Net cash used in investing activities	(1,159)	(2,770)	(2,335)	(3,253)	(1,788)
Free cash flow	2,028	(985)	1,058	(68)	701
Net cash provided by (used in) financing activities	(1,901)	1,199	(738)	74	(772)

<b>At year-end</b> (Millions of yen)					
Total assets	27,337	29,451	32,560	31,155	25,576
Net assets	13,999	14,176	16,174	15,734	11,747
Cash and cash equivalents	3,235	3,269	3,689	3,516	3,366
Interest-bearing debt	5,429	6,857	6,332	7,079	6,455
Shareholders' equity	12,586	13,598	15,096	15,500	11,913

<b>Per share information</b> (yen)					
Net income (loss)*	112.94	62.49	81.61	43.92	(160.01)
Net assets*	1,264.64	646.25	736.64	721.49	536.64
Cash dividends*	25.0	13.0	16.75	16.75	2.00
Dividend payout ratio (%)	22.1	20.8	20.5	38.1	—

<b>Key indices</b>					
Gross profit margin (%)	27.7	27.8	28.4	28.0	26.0
Operating profit margin (%)	5.4	5.4	6.9	6.3	2.4
Return on equity (ROE) (%)	8.9	9.8	11.8	6.0	—
Return on assets (ROA) (%)	4.4	4.8	5.8	3.0	—
Net worth ratio (%)	51.2	48.1	49.6	50.4	45.8
Price-to-earnings ratio (times)	6.79	9.26	14.09	12.93	—
Overseas sales ratio (%)	57.5	56.6	58.2	59.0	58.8

Non-financial information	3/2016	3/2017	3/2018	3/2019	3/2020
Number of employees (persons)	3,836	3,959	4,298	4,282	4,020
Overseas employee ratio (%)	73.8	74.1	75.6	75.2	73.6
Ratio of females among new graduates hired (non-consolidated) (%)	33.3	52.6	42.1	47.8	44.0

\* On January 1, 2018, the Company implemented a 2-for-1 split of shares of common stock. Figures in the above table are calculated on the assumption that the stock split was implemented at the beginning of the fiscal year ended March 2017.

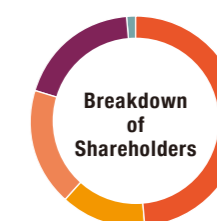
## Company Profile (As of March 31, 2020)

<b>Company name</b>	PUNCH INDUSTRY CO., LTD.	<b>Business</b>	Manufacture and sale of mold and die components
<b>Established</b>	1975	<b>Main banks</b>	MUFG Bank, Ltd. Mizuho Bank, Ltd. Sumitomo Mitsui Banking Corporation Sumitomo Trust Bank, Limited Resona Bank, Limited
<b>Capital</b>	2,897.73 million yen		
<b>Number of employees</b>	4,020 (consolidated)		
<b>Head office</b>	Omori Bellport E-5F., 6-22-7 Minami-oi, Shinagawa-ku, Tokyo		

## Investor Information (As of March 31, 2020)

### Stock Information

Total number of shares authorized	80,000,000
Total number of shares issued	22,122,400
Number of shareholders	5,287
Stock exchange listing	First Section, Tokyo Stock Exchange
Security code	6165
Number of shares per trading unit	100
Transfer agent	Sumitomo Mitsui Trust Bank, Limited
Accounting auditor	PricewaterhouseCoopers Aarata LLC



Individuals and others	10,760,763	48.64%
Financial institutions	2,896,200	13.09%
Other domestic companies	3,981,300	18.00%
Foreign companies	4,200,274	18.99%
Securities companies	283,863	1.28%

Note: "Individuals and others" includes treasury stock.

### Major Shareholders (Top 10)

Name	Number of shares held	Percentage of shares held (%)
MT Kosan Co., Ltd.	3,804,900	17.45
CACEIS BANK S. A., GERMANY BRANCH - CUSTOMER ACCOUNT	2,415,800	11.08
Master Trust Bank of Japan, Ltd. (trust account)	1,319,300	6.05
Punch Industry Employees' Stock Ownership Scheme	879,430	4.03
Yuji Morikubo	663,000	3.04
Tetsuji Morikubo	663,000	3.04
Michiko Kamba	431,000	1.98
Japan Trustee Service Bank, Ltd. (trust account 5)	359,000	1.65
Japan Trustee Service Bank, Ltd. (trust account)	284,700	1.31
THE BANK OF NEW YORK 134088	270,800	1.24

Note: Treasury stock (312,806 shares) is excluded from calculations of "Percentage of shares held."

### Stock Prices and Trading Volumes

