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6165

Punch Industry

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Executive summary

Business overview

Punch Industry Co., Ltd. (TSE Standard: 6165) is a manufacturer of ejector pins, punches, and dies used in plastic molds and press dies (it does not manufacture molds or dies itself). The company's technicians, who have acquired manufacturing skills over many years in areas such as heat treatment, surface treatment, and grinding, process steel and cemented carbide materials to make both standard and special-order products. The company focuses on making products to order based on customer specifications (accounting for roughly 60% of revenue from mold and die components) using its cutting, grinding, and other precision processing technology. Customers are companies in the automotive, electronic devices and semiconductors, and other manufacturing sectors. Punch Industry operates globally, generating about two-thirds of revenue overseas, with China alone accounting for half of revenue. In October 2024, Punch Industry and MISUMI Group Inc. (TSE Prime: 9962), the planned allottee, entered into a capital and business alliance agreement. The two companies are in discussions aimed at swiftly realizing synergies through collaboration in mutual product supply and other areas.

Most mass-produced metal and plastic products are made using molds and dies. They are used to make a wide range of products, including components and products for automobiles, electrical appliances (household and industrial appliances), toys, daily necessities, and miscellaneous goods. Customers use the company's mold and die components in various applications, such as ejector pins that push products out of molds and punches and dies used in material processing (punches apply pressure and dies receive pressure).

Founded in 1975 by Yuji Morikubo, the company in 1982 was first in the world to succeed in mass-producing high-speed steel ejector pins for plastic molds (its heat treatment technology ensured their hardness and toughness). Subsequently, Punch Industry grew its market share by achieving higher accuracy and durability than conventional products. In 1989, it moved into the production of press die components. In 1990, the company was one of the first Japanese manufacturers to make inroads into the Chinese market, in pursuit of lower labor costs. The ensuing collapse of Japan's bubble economy and the 2008 global financial crisis pushed down the production value of molds and dies in Japan, but the company continued to grow by expanding its manufacturing and sales operations in China and elsewhere in Asia, Europe, and the US.

Revenue for FY03/25 was JPY40.8bn and operating profit was JPY1.7bn. By industry, the automotive sector accounted for 42.1% of revenue, electronic devices and semiconductors accounted for 17.1%, consumer electronics and precision equipment accounted for 9.4%, and other industries (e.g., industrial machinery, telecommunications, healthcare, food, trading companies) accounted for 31.4%. Products break down into standard products (roughly 40% of revenue) and special-order products (roughly 60%). The company has an abundant lineup of highly versatile standard products needed for various molds and dies, mainly plastic molds and metal press dies, which it sells through catalogs.

The company focuses in particular on special-order products. Since molds and dies are made for different end products, they all have unique shapes and sizes. Many are unable to be completed using standard products alone (in many cases their shapes, size, dimensions, materials, and other specifications are unsuited to standard products). If a customer wants to customize a standard product but the required processing is technically out of reach or manufacturing costs cut into its profitability, it will special-order the product from the company. In manufacturing special-order products according to customer design drawings, the company's skilled technicians have to perform minute processing in increments of 0.01mm or 0.001mm using machinery and equipment.

In the company's manufacturing, technicians with years of technical expertise carry out production in-house. The company also outsources production through a network of about 300 partner plants that it has built up. About 70% of employees work in the manufacturing division. Under the production framework the company has put in place, they draw on more than 2,000 machine tools and measuring and inspection equipment to carry out all stages of production, from pre- to post-process. Technicians are divided according to process. Because technicians are in charge of processing using specific machinery and equipment over a long period of time, each acquires highly specialized processing skills, such as manual polishing and circular processing.

In terms of sales, the company receives just over 70% of orders for standard products online (the rest are via in-person sales calls, email, fax, etc.). For special-order products, sales staff personally visit customers to take orders. They listen carefully to customers' technical issues and formulate proposals to meet their needs, including the most appropriate product, customization (i.e., hardness, materials used, processing method, surface treatment, etc.), total cost, and delivery timeframe. For this reason, sales staff also receive training to learn about actual processing and to gain knowledge about industries and technologies. Technicians also go along on sales calls. This sales approach builds trust with customers and leads to further orders for special-order products. In Japan, the company does business with about 6,000 companies through a network of 10

sales offices nationwide. It was also one of the first Japanese companies in its field to expand abroad, establishing a manufacturing subsidiary in China in 1990, and now does business with about 8,000 customers there.

Shipment volume is linked to how many molds and dies are used by customers across a wide range of manufacturing sectors, including automobiles, electrical appliances (household and industrial appliances), toys, daily necessities, and miscellaneous goods. Revenue is shipment volume multiplied by product unit price. Unit prices of standard products range from JPY100 to several JPY'000, and range from JPY1,000 to JPY0'000 for special-order products. Order quantities can range from a single item to several hundred items or more. Customers renew orders when a component wears out. The company derives about a third of its revenue from plastic mold components, slightly over half from press die components, and the remainder from factory automation products. Cost of revenue consists of the cost of materials used in manufacturing (around 10%), personnel costs (around 30%), and the cost of procuring external products (around 40%). On the profit front, special-order products carry a relatively high gross profit margin, while margins for standard products are low. However, since the company receives most standard product orders online and operating expenses are low, the difference in operating margins between standard and special-order products turns out to be minimal.

Company data estimates that Punch Industry has about a 6% share of the global mold and die components market, ranking second. The same data also estimates the company has the second-largest market share in Japan, at about 18%, and the top market share in China, at about 10%. Misumi Group (TSE Prime: 9962) holds the top global market share for mold and die components, but essentially only sells standard products. Punch Industry says it has the top market share for special-order products in both Japan and China, and that there are no other large-scale players in this area. (In some cases, mold and die manufacturers and users of their products make products by customizing existing standard products. Since there are no aggregate statistics for special-order products alone, it is impossible to accurately estimate market share.) In October 2024, the company entered into a capital and business alliance with Misumi Group. The two companies are in discussions aimed at swiftly realizing synergies through collaboration in mutual product supply and other areas.

The company estimates the global market for mold and die components at around JPY600.0bn. Production value of press dies in Japan declined from JPY576.2bn in 2004 to JPY436.7bn in 2022 (CAGR of -1.5%). Production value of plastic molds also decreased over the same period, from JPY619.3bn to JPY403.2bn in 2022 (-2.4%). The downtrend in domestic production value reflects factors such as shift offshore of manufacturing bases by manufacturers, the growing trend toward eliminating of plastics, economic deterioration, and a drop-off in production due to the pandemic. Meanwhile, global mold and die production value rose from USD91.6bn in 2008 to JPY14.6tn in 2023. Growth was most marked in China and other Asian countries, to which companies transferred production in pursuit of cheaper labor. The company has mitigated the impact of the shrinking mold and die components market in Japan by expanding revenues abroad, mainly in China.

Earnings trends

In FY03/25, the company reported revenue of JPY40.8bn (+6.5% YoY), operating profit of JPY1.7bn (+35.9% YoY), recurring profit of JPY1.6bn (+13.5% YoY), and net income attributable to owners of the parent of JPY868mn (a net loss of JPY577mn in FY03/24). Earnings were down from FY03/24 in Japan, due to soaring raw material and resource prices, parts shortages, a further increase in procurement costs from partner plants, and high energy costs. Meanwhile, in China, signs of recovery emerged following a slowdown in the automotive industry and an overall economic downturn. In Southeast Asia, Europe, and other regions, earnings improved YoY owing to active participation in trade shows and stronger ties with distributors.

For FY03/26, the company forecasts revenue of JPY39.9bn (-2.3% YoY), operating profit of JPY1.2bn (-31.8% YoY), recurring profit of JPY1.1bn (-29.9% YoY), and net income attributable to owners of the parent of JPY180mn (-79.3% YoY). The full-year dividend is projected to be JPY18.12 per share, down JPY1.44 YoY. In the China business, although market sentiment is on a recovery trend, many products are being affected by price competition, leading to expectations of a higher cost ratio. In addition, trade policy in the US presents a downside risk to the economy. Taking these factors into account, the company anticipates a profit decline.

In October 2024, the company resolved to enter into a capital and business alliance agreement between the Punch group and Misumi Group Inc. (TSE Prime: 9962; planned allottee), and to issue new shares through a third-party allotment to Misumi Group. The agreement was subsequently signed. For FY03/26, the company will not formulate a medium-term management plan, instead designating the year as a period for assessing the effects of the capital and business alliance with Misumi Group. The next medium-term management plan, Value Creation 28 (covering FY03/27 to FY03/29), is scheduled to begin in FY03/27.

Strengths and weaknesses

Shared Research believes the company has the following three strengths.

- The company has established the top spot in the global special-order product market through its precision processing technology and production framework, supported by a corps of highly skilled technicians operating a large pool of machinery and equipment, and a network of sales offices from which staff personally visit customers.

- Through a training framework that includes the in-house training facility Punch Academy, the company can pass on skills to younger technicians, give hands-on training to sales staff on customer molds and dies and its own mold and die components, and provide ongoing education to other employees.

- Having been first off the mark to enter the Chinese market and having subsequently expanded its manufacturing and sales network there, the company now boasts the number one share of the growing Chinese market, serving 8,000 customers.

Shared Research believes the company has the following three weaknesses.

- Training up skilled technicians takes a significant amount of time, and the company's tardiness in rolling out state-of-the-art machine tools, robotics, and automated machinery has slowed the growth of the business.

- The company was slow to expand into online sales of standard products, thus ceding market share to early-bird competitors.

- The company lags behind competitors in the factory automation business, which it has positioned as a growth area.

Key financial data

Income statement	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25	FY03/26
(JPYmn)	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Consolidated forecast
Revenue	**36,756**	**36,649**	**41,025**	**40,936**	**35,349**	**32,462**	**39,359**	**42,800**	**38,344**	**40,822**	**39,880**
YoY	6.9%	-0.3%	11.9%	-0.2%	-13.6%	-8.2%	21.2%	8.7%	-10.4%	6.5%	-2.3%
Gross profit	**10,178**	**10,192**	**11,658**	**11,472**	**9,187**	**9,087**	**11,445**	**11,631**	**10,082**	**10,810**	
YoY	8.7%	0.1%	14.4%	-1.6%	-19.9%	-1.1%	26.0%	1.6%	-13.3%	7.2%	-
Gross profit margin	27.7%	27.8%	28.4%	28.0%	26.0%	28.0%	29.1%	27.2%	26.3%	26.5%	
Operating profit	**1,987**	**1,991**	**2,844**	**2,579**	**836**	**1,613**	**3,042**	**2,437**	**1,240**	**1,685**	**1,150**
YoY	15.2%	0.2%	42.8%	-9.3%	-67.6%	93.0%	88.5%	-19.9%	-49.1%	35.9%	-31.8%
Operating profit margin	5.4%	5.4%	6.9%	6.3%	2.4%	5.0%	7.7%	5.7%	3.2%	4.1%	2.9%
Recurring profit	**1,667**	**1,874**	**2,732**	**2,547**	**713**	**1,677**	**3,008**	**2,394**	**1,421**	**1,613**	**1,130**
YoY	3.1%	12.5%	45.7%	-6.8%	-72.0%	135.1%	79.4%	-20.4%	-40.6%	13.5%	-29.9%
Recurring profit margin	4.5%	5.1%	6.7%	6.2%	2.0%	5.2%	7.6%	5.6%	3.7%	4.0%	2.8%
Net income	**1,249**	**1,376**	**1,789**	**960**	**-3,486**	**478**	**2,041**	**1,390**	**-577**	**868**	**180**
YoY	5.1%	10.1%	30.0%	-46.3%	-	-	327.2%	-31.9%	-	-	-79.3%
Net margin	3.4%	3.8%	4.4%	2.3%	-	1.5%	5.2%	3.2%	-	2.1%	0.5%
Per-share data											
Shares issued at year-end (000 shares)	22,122	22,122	22,122	22,122	22,122	22,122	22,332	24,622	24,622	27,622	
Treasury shares ('000)	-	100	200	380	313	303	276	191	157	110	
EPS (JPY)	56.5	62.5	81.6	43.9	-160.0	21.9	93.4	60.6	-23.6	33.7	6.5
EPS (fully diluted; JPY)	-	62.4	81.4	43.7	-	21.8	84.4	60.2	-	33.6	
Dividend per share (JPY)	12.5	13.0	16.8	16.8	2.0	2.0	13.0	19.5	19.4	19.6	18.1
Book value per share (JPY)	632	646	737	721	537	568	737	778	765	800	
Balance sheet (JPYmn)											
Cash and cash equivalents	3,236	3,280	3,771	3,580	3,390	4,092	4,816	5,213	6,031	6,495	
Total current assets	**17,876**	**19,150**	**20,842**	**19,559**	**17,792**	**18,061**	**21,280**	**22,078**	**21,903**	**23,518**	
Tangible fixed assets	7,697	8,669	9,939	9,972	7,135	6,195	7,013	7,315	6,848	7,259	
Intangible assets	1,322	1,243	1,158	1,002	345	175	178	695	618	612	
Investments and other assets	443	390	621	622	305	272	304	368	278	1,579	
Total fixed assets	**9,462**	**10,302**	**11,718**	**11,596**	**7,784**	**6,642**	**7,494**	**8,378**	**7,745**	**9,451**	
Total assets	**27,338**	**29,452**	**32,561**	**31,155**	**25,577**	**24,703**	**28,774**	**30,456**	**29,649**	**32,970**	
Short-term debt	3,551	4,346	3,730	4,326	3,149	3,325	2,486	2,039	1,351	1,823	
Total current liabilities	**10,451**	**11,725**	**12,650**	**11,531**	**9,280**	**9,455**	**10,001**	**9,181**	**7,605**	**8,668**	
Long-term debt	1,794	2,461	2,152	2,342	2,927	1,252	908	676	2,202	1,278	
Total fixed liabilities	**2,887**	**3,551**	**3,736**	**3,890**	**4,549**	**2,811**	**2,466**	**2,223**	**3,293**	**2,262**	
Total liabilities	**13,338**	**15,276**	**16,386**	**15,421**	**13,829**	**12,266**	**12,467**	**11,403**	**10,899**	**10,931**	
Shareholders' equity	13,988	14,167	16,149	15,687	11,704	12,399	16,265	19,008	18,712	22,006	
Total net assets	**13,999**	**14,176**	**16,175**	**15,734**	**11,747**	**12,436**	**16,307**	**19,053**	**18,750**	**22,038**	
Total interest-bearing debt	5,345	6,807	5,882	6,668	6,076	4,576	3,394	2,715	3,553	3,101	
Cash flow statement (JPYmn)											
Cash flows from operating activities	3,187	1,785	3,394	3,185	2,490	2,943	2,941	2,560	1,276	2,271	
Cash flows from investing activities	-1,159	-2,770	-2,336	-3,253	-1,789	-670	-1,100	-1,547	-680	-2,415	
Cash flows from financing activities	-1,902	1,200	-739	74	-772	-1,685	-1,601	-756	-2	181	
Financial ratios											
ROE	8.9%	9.8%	11.8%	6.0%	-25.5%	4.0%	14.2%	7.9%	-3.1%	4.3%	
Net margin	3.4%	3.8%	4.4%	2.3%	-	1.5%	5.2%	3.2%	-	2.1%	
Financial leverage (equity multiplier)	2.0	2.0	2.0	2.0	2.1	2.1	1.9	1.7	1.6	1.5	
Total asset turnover	1.3	1.3	1.3	1.3	1.2	1.3	1.5	1.4	1.3	1.3	

Source: Shared Research based on company data

Notes: Figures may differ from company materials due to differences in rounding methods.

Net income is net income attributable to owners of the parent.

Results by segment

By region	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25
(JPYmn)	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.
Revenue	**36,756**	**36,649**	**41,025**	**40,936**	**35,349**	**32,462**	**39,359**	**42,800**	**38,344**	**40,822**
YoY	6.9%	-0.3%	11.9%	-0.2%	-13.6%	-8.2%	21.2%	8.7%	-10.4%	6.5%
Japan	15,637	15,904	17,154	16,777	14,566	12,338	14,020	14,104	12,438	11,613
YoY	2.8%	1.7%	7.9%	-2.2%	-13.2%	-15.3%	13.6%	0.6%	-11.8%	-6.6%
% of revenue	42.5%	43.4%	41.8%	41.0%	41.2%	38.0%	35.6%	33.0%	32.4%	28.4%
China	17,807	17,428	20,103	19,899	16,837	16,889	20,956	23,451	20,443	23,383
YoY	9.9%	-2.1%	15.3%	-1.0%	-15.4%	0.3%	24.1%	11.9%	-12.8%	14.4%
% of revenue	48.4%	47.6%	49.0%	48.6%	47.6%	52.0%	53.2%	54.8%	53.3%	57.3%
Other	3,312	3,317	3,769	4,259	3,946	3,235	4,382	5,244	5,462	5,824
YoY	11.4%	0.2%	13.6%	13.0%	-7.3%	-18.0%	35.5%	19.7%	4.2%	6.6%
% of revenue	9.0%	9.1%	9.2%	10.4%	11.2%	10.0%	11.1%	12.3%	14.2%	14.3%
Southeast Asia					1,535	1,376	1,740	1,966	1,901	1,951
YoY					-	-10.4%	26.5%	13.0%	-3.3%	2.6%
% of revenue					4.3%	4.2%	4.4%	4.6%	5.0%	4.8%
Europe, the US, and other regions					2,410	1,858	2,641	3,277	3,561	3,873
YoY					-	-22.9%	42.1%	24.1%	8.7%	8.8%
% of revenue					6.8%	5.7%	6.7%	7.7%	9.3%	9.5%
By industry	**FY03/16**	**FY03/17**	**FY03/18**	**FY03/19**	**FY03/20**	**FY03/21**	**FY03/22**	**FY03/23**	**FY03/24**	**FY03/25**
(JPYmn)	**Cons.**	**Cons.**	**Cons.**	**Cons.**	**Cons.**	**Cons.**	**Cons.**	**Cons.**	**Cons.**	**Cons.**
Revenue	**36,756**	**36,649**	**41,025**	**40,936**	**35,349**	**32,462**	**39,359**	**42,800**	**38,344**	**40,822**
YoY	6.9%	-0.3%	11.9%	-0.2%	-13.6%	-8.2%	21.2%	8.7%	-10.4%	6.5%
Automotive	17,060	16,780	18,370	17,877	15,370	13,682	16,442	18,082	16,537	17,194
YoY	9.8%	-1.6%	9.5%	-2.7%	-14.0%	-11.0%	20.2%	10.0%	-8.5%	4.0%
% of revenue	46.4%	45.8%	44.8%	43.7%	43.5%	42.1%	41.8%	42.2%	43.1%	42.1%
Electronic devices & semiconductors	6,550	7,000	7,880	7,558	6,113	6,315	8,043	7,866	6,930	6,990
YoY	0.2%	6.9%	12.6%	-4.1%	-19.1%	3.3%	27.4%	-2.2%	-11.9%	0.9%
% of revenue	17.8%	19.1%	19.2%	18.5%	17.3%	19.5%	20.4%	18.4%	18.1%	17.1%
Consumer electronics & precision equipment	4,800	4,480	4,780	4,837	4,298	3,888	4,192	4,312	3,647	3,836
YoY	6.4%	-6.7%	6.7%	1.2%	-11.1%	-9.5%	7.8%	2.9%	-15.4%	5.2%
% of revenue	13.1%	12.2%	11.7%	11.8%	12.2%	12.0%	10.7%	10.1%	9.5%	9.4%
Other	8,300	8,400	9,940	10,662	9,566	8,574	10,679	12,538	11,229	12,800
YoY	6.4%	1.2%	18.3%	7.3%	-10.3%	-10.4%	24.6%	17.4%	-10.4%	14.0%
% of revenue	22.6%	22.9%	24.2%	26.0%	27.1%	26.4%	27.1%	29.3%	29.3%	31.4%
(FA revenue)							2,741	2,483	2,647	3,058
YoY							-	-9.4%	6.6%	15.5%
% of revenue							7.0%	5.8%	6.9%	7.5%

Source: Shared Research based on company data

Recent updates

Punch Industry formulates its long-term vision Vision60

2025-05-23

Punch Industry Co., Ltd. announced that it has formulated Vision60, a long-term vision for the Punch Group looking ahead to the next ten years, to mark the company's 50th anniversary in March 2025.

Punch Group long-term vision Vision60

Purpose

In anticipation of its 50th anniversary in March 2025, the company formulated a new corporate purpose in August 2024 to reaffirm and share the company's reason for being with all employees: "Shaping a prosperous future for the next generation as a manufacturer through trust, diligent technological advancements, and unrestrained creativity."

The long-term vision Vision60 outlines the Punch Group's envisioned self ten years from now in pursuit of realizing this corporate purpose, and to achieve that vision, sets forth strategies for three medium-term management plans using a backcasting approach.

Overview

Based on its corporate purpose and outlook for the surrounding environment, the company has set reducing reliance on mold and die components as its goal for the next ten years. It aims to become a corporate group that meets the diverse needs of an ever-changing society by expanding its business domains.

Specifically, in addition to pursuing sustainable growth in its mold and die components business, the company will work to further expand its factory automation business—positioned as a growth driver—and promote the development of a third pillar through the cultivation of new businesses. By increasing the revenue contribution of the factory automation and new businesses, the company is targeting consolidated revenue of JPY80.0bn in FY03/35. To drive the achievement of Vision60, the company also intends to further refine the "Punch Spirit"—its corporate identity grounded in openness to challenge, ingenuity, and open-mindedness.

Dividend and relocation of logistics base for Japan business

2025-05-13

Punch Industry Co., Ltd. announced a dividend and the relocation of its logistics base for its Japan business (logistics integration with Misumi Group Inc.).

FY03/25 dividend (dividend increase)

The company expects to pay a year-end dividend of JPY9.76 per share (latest forecast: JPY9.68; record date: March 31, 2025) based on its dividend policy. This will bring the annual dividend to JPY19.56 per share, up JPY0.16 YoY.

Relocation of logistics base for Japan business (logistics integration with Misumi Group Inc.)

- Logistics base to be relocated: Tokyo Logistics Center (3F North, SG Realty Yokohama, 3-11 Moriyamachi, Kanagawa-ku, Yokohama, Kanagawa Prefecture)
- New logistics base (relocation scheduled for mid-October 2025): Tokyo Logistics Center (inside Misumi East Japan Distribution Center, 7-1 Higashi-Ogishima, Kawasaki-ku, Kawasaki, Kanagawa Prefecture)

In October 2024, the company entered into a capital and business alliance agreement with Misumi Group. Under the agreement, the two companies aim to grow and develop together by effectively leveraging each other's resources. As part of this collaboration, they have decided to integrate logistics bases for the Japan business by utilizing Misumi Group's logistics infrastructure. The relocation is intended to boost logistics efficiency, address transport capacity shortages and cost increases associated with the 2024 logistics issue, and further reduce costs.

The company states that the relocation will help reduce logistics costs on an ongoing basis in FY03/26, but that the impact on earnings will be minor owing to one-off expenses such as product standardization and system investments by both companies. The two companies are working together under the alliance to generate synergies that will contribute to earnings growth. They have already begun collaborating on mutual product supply in Japan and aim to maximize synergies as early as possible. While the impact on FY03/26 earnings is expected to be minor, the company plans to disclose the earnings contribution of synergies under the alliance from FY03/27 onward once a reasonable estimate is available.

Trends and outlook

Quarterly trends and results

Earnings (cumulative)	FY03/23				FY03/24				FY03/25				FY03/25	
(JPYmn)	Q1	Q1-Q2	Q1-Q3	Q1-Q4	Q1	Q1-Q2	Q1-Q3	Q1-Q4	Q1	Q1-Q2	Q1-Q3	Q1-Q4	% of forecast	FY forecast
Revenue	10,234	21,666	32,694	42,800	9,442	19,120	28,699	38,344	9,660	19,989	30,282	40,822	100.1%	40,800
YoY	10.3%	11.0%	11.3%	8.7%	-7.7%	-11.8%	-12.2%	-10.4%	2.3%	4.5%	5.5%	6.5%		6.4%
Gross profit	2,891	6,049	9,028	11,631	2,416	5,035	7,555	10,082	2,531	5,269	7,995	10,810		
YoY	4.9%	3.1%	3.1%	1.6%	-16.4%	-16.8%	-16.3%	-13.3%	4.8%	4.6%	5.8%	7.2%		
Gross profit margin	28.3%	27.9%	27.6%	27.2%	25.6%	26.3%	26.3%	26.3%	26.2%	26.4%	26.4%	26.5%		
SG&A expenses	2,185	4,512	6,945	9,194	2,317	4,513	6,621	8,842	2,227	4,576	6,822	9,124		
YoY	11.5%	10.2%	12.2%	9.4%	6.0%	0.0%	-4.7%	-3.8%	-3.9%	1.4%	3.0%	3.2%		
SG&A ratio	21.4%	20.8%	21.2%	21.5%	24.5%	23.6%	23.1%	23.1%	23.1%	22.9%	22.5%	22.4%		
Operating profit	706	1,537	2,083	2,437	98	521	934	1,240	303	692	1,172	1,685	105.3%	1,600
YoY	-11.4%	-13.1%	-19.0%	-19.9%	-86.1%	-66.1%	-55.2%	-49.1%	209.2%	32.8%	25.5%	35.9%		29.0%
Operating profit margin	6.9%	7.1%	6.4%	5.7%	1.0%	2.7%	3.3%	3.2%	3.1%	3.5%	3.9%	4.1%		3.9%
Recurring profit	698	1,525	1,983	2,394	338	808	1,164	1,421	358	606	1,194	1,613	107.5%	1,500
YoY	-8.3%	-12.2%	-22.0%	-20.4%	-51.6%	-47.0%	-41.3%	-40.6%	5.9%	-25.0%	2.6%	13.5%		5.6%
Recurring profit margin	6.8%	7.0%	6.1%	5.6%	3.6%	4.2%	4.1%	3.7%	3.7%	3.0%	3.9%	4.0%		3.7%
Net income	428	906	1,094	1,390	119	-950	-793	-577	143	212	624	868	108.5%	800
YoY	-18.7%	-28.0%	-38.5%	-31.9%	-72.2%	-	-	-	20.2%	-	-	-		-
Net margin	4.2%	4.2%	3.3%	3.2%	1.3%	-	-	-	1.5%	1.1%	2.1%	2.1%		2.0%

Earnings (quarterly)	FY03/23				FY03/24				FY03/25			
(JPYmn)	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Revenue	10,234	11,432	11,029	10,105	9,442	9,678	9,579	9,645	9,660	10,329	10,293	10,540
YoY	10.3%	11.6%	12.0%	1.2%	-7.7%	-15.3%	-13.1%	-4.6%	2.3%	6.7%	7.5%	9.3%
Gross profit	2,891	3,158	2,979	2,603	2,416	2,619	2,520	2,527	2,531	2,738	2,726	2,815
YoY	4.9%	1.6%	2.9%	-3.1%	-16.4%	-17.1%	-15.4%	-2.9%	4.8%	4.5%	8.2%	11.4%
Gross profit margin	28.3%	27.6%	27.0%	25.8%	25.6%	27.1%	26.3%	26.2%	26.2%	26.5%	26.5%	26.7%
SG&A expenses	2,185	2,326	2,433	2,250	2,317	2,196	2,108	2,221	2,227	2,349	2,246	2,302
YoY	11.5%	8.9%	16.3%	1.6%	6.0%	-5.6%	-13.4%	-1.3%	-3.9%	7.0%	6.5%	3.6%
SG&A ratio	21.4%	20.3%	22.1%	22.3%	24.5%	22.7%	22.0%	23.0%	23.1%	22.7%	21.8%	21.8%
Operating profit	706	831	546	353	98	423	413	306	303	389	480	513
YoY	-11.4%	-14.4%	-31.9%	-25.0%	-86.1%	-49.1%	-24.4%	-13.3%	209.2%	-8.0%	16.2%	67.6%
Operating profit margin	6.9%	7.3%	5.0%	3.5%	1.0%	4.4%	4.3%	3.2%	3.1%	3.8%	4.7%	4.9%
Recurring profit	698	827	459	411	338	470	356	257	358	248	588	419
YoY	-8.3%	-15.2%	-43.2%	-11.5%	-51.6%	-43.1%	-22.4%	-37.4%	5.9%	-47.2%	65.2%	63.0%
Recurring profit margin	6.8%	7.2%	4.2%	4.1%	3.6%	4.9%	3.7%	2.7%	3.7%	2.4%	5.7%	4.0%
Net income	428	478	188	296	119	-1,069	157	216	143	69	412	244
YoY	-18.7%	-34.7%	-63.8%	12.8%	-72.2%	-	-16.5%	-27.1%	20.2%	-	162.4%	13.0%
Net margin	4.2%	4.2%	1.7%	2.9%	1.3%	-	1.6%	2.2%	1.5%	0.7%	4.0%	2.3%

Source: Shared Research based on company data

Revenue by industry/region

Quarterly revenue by industry/region (cumulative)		FY03/23				FY03/24				FY03/25				FY03/25	
(JPYmn)		Q1	Q1-Q2	Q1-Q3	Q1-Q4	Q1	Q1-Q2	Q1-Q3	Q1-Q4	Q1	Q1-Q2	Q1-Q3	Q1-Q4	% of forecast	FY forecast
Revenue		10,234	21,666	32,694	42,800	9,442	19,120	28,699	38,344	9,660	19,989	30,282	40,822	100.1%	40,800
	YoY	10.3%	11.0%	11.3%	8.7%	-7.7%	-11.8%	-12.2%	-10.4%	2.3%	4.5%	5.5%	6.5%		6.4%
By industry	Automotive	4,383	9,115	13,667	18,082	3,998	8,192	12,331	16,537	4,211	8,504	12,716	17,194	99.4%	17,300
	YoY	13.0%	12.4%	11.8%	10.0%	-8.8%	-10.1%	-9.8%	-8.5%	5.3%	3.8%	3.1%	4.0%		4.6%
	Electronic devices & semiconductors	1,947	4,122	6,098	7,866	1,831	3,599	5,276	6,930	1,569	3,410	5,231	6,990	99.9%	7,000
	YoY	-1.1%	-0.2%	0.1%	-2.2%	-6.0%	-12.7%	-13.5%	-11.9%	-14.3%	-5.3%	-0.9%	0.9%		1.0%
	Consumer electronics & precision equipment	1,055	2,213	3,321	4,312	935	1,867	2,745	3,647	911	1,955	2,902	3,836	95.9%	4,000
	YoY	6.8%	7.3%	6.1%	2.9%	-11.4%	-15.6%	-17.3%	-15.4%	-2.6%	4.7%	5.7%	5.2%		9.7%
	Other	2,847	6,214	9,607	12,538	2,677	5,461	8,346	11,229	2,967	6,119	9,430	12,800	102.4%	12,500
	YoY	16.6%	19.2%	21.2%	17.4%	-6.0%	-12.1%	-13.1%	-10.4%	10.8%	12.0%	13.0%	14.0%		11.3%
By region	Japan	3,516	6,977	10,625	14,104	3,285	6,496	9,482	12,438	2,915	5,744	8,636	11,613	99.3%	11,700
	YoY	1.2%	1.2%	1.8%	0.6%	-6.6%	-6.9%	-10.8%	-11.8%	-11.3%	-11.6%	-8.9%	-6.6%		-5.9%
	China	5,528	12,109	18,047	23,451	4,768	9,815	15,077	20,443	5,408	11,370	17,263	23,383	101.2%	23,100
	YoY	14.0%	16.0%	15.3%	11.9%	-13.7%	-18.9%	-16.5%	-12.8%	13.4%	15.8%	14.5%	14.4%		13.0%
	Southeast Asia	471	986	1,476	1,966	474	971	1,456	1,901	445	950	1,430	1,951	92.9%	2,100
	YoY	19.5%	17.2%	15.2%	13.0%	0.6%	-1.5%	-1.4%	-3.3%	-6.1%	-2.2%	-1.8%	2.6%		10.5%
	Europe, the US, and other regions	717	1,592	2,545	3,277	914	1,836	2,682	3,561	890	1,923	2,950	3,873	99.3%	3,900
	YoY	29.0%	18.6%	27.4%	24.1%	27.5%	15.3%	5.4%	8.7%	-2.6%	4.7%	10.0%	8.8%		9.5%

Quarterly revenue by industry/region (quarterly)		FY03/23				FY03/24				FY03/25			
(JPYmn)		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Revenue		10,234	11,432	11,029	10,105	9,442	9,678	9,579	9,645	9,660	10,329	10,293	10,540
	YoY	10.3%	11.6%	12.0%	1.2%	-7.7%	-15.3%	-13.1%	-4.6%	2.3%	6.7%	7.5%	9.3%
By industry	Automotive	4,383	4,732	4,552	4,415	3,998	4,194	4,139	4,206	4,211	4,293	4,212	4,478
	YoY	13.0%	11.8%	10.8%	4.6%	-8.8%	-11.4%	-9.1%	-4.7%	5.3%	2.4%	1.8%	6.5%
	Electronic devices & semiconductors	1,947	2,175	1,976	1,768	1,831	1,768	1,677	1,654	1,569	1,841	1,821	1,759
	YoY	-1.1%	0.5%	0.9%	-9.4%	-6.0%	-18.7%	-15.1%	-6.4%	-14.3%	4.1%	8.6%	6.3%
	Consumer electronics & precision equipment	1,055	1,158	1,108	991	935	932	878	902	911	1,044	947	934
	YoY	6.8%	7.8%	3.6%	-6.6%	-11.4%	-19.5%	-20.8%	-9.0%	-2.6%	12.0%	7.9%	3.5%
	Other	2,847	3,367	3,393	2,931	2,677	2,784	2,885	2,883	2,967	3,152	3,311	3,370
	YoY	16.6%	21.4%	25.1%	6.5%	-6.0%	-17.3%	-15.0%	-1.6%	10.8%	13.2%	14.8%	16.9%
By region	Japan	3,516	3,461	3,648	3,479	3,285	3,211	2,986	2,956	2,915	2,829	2,892	2,977
	YoY	1.2%	1.1%	3.0%	-2.8%	-6.6%	-7.2%	-18.1%	-15.0%	-11.3%	-11.9%	-3.1%	0.7%
	China	5,528	6,581	5,938	5,404	4,768	5,047	5,262	5,366	5,408	5,962	5,893	6,120
	YoY	14.0%	17.7%	13.9%	1.9%	-13.7%	-23.3%	-11.4%	-0.7%	13.4%	18.1%	12.0%	14.1%
	Southeast Asia	471	515	490	490	474	497	485	445	445	505	480	521
	YoY	19.5%	15.2%	11.4%	6.8%	0.6%	-3.5%	-1.0%	-9.2%	-6.1%	1.6%	-1.0%	17.1%
	Europe, the US, and other regions	717	875	953	732	914	922	846	879	890	1,033	1,027	923
	YoY	29.0%	11.3%	45.3%	13.8%	27.5%	5.4%	-11.2%	20.1%	-2.6%	12.0%	21.4%	5.0%

Source: Shared Research based on company data

Full-year FY03/25 results

Summary

- Revenue: JPY40.8bn (+6.5% YoY)
- Operating profit: JPY1.7bn (+35.9% YoY)
- Recurring profit: JPY1.6bn (+13.5% YoY)
- Net income attributable to owners of the parent: JPY868mn (net loss of JPY577mn in FY03/24)

- Revenue was JPY40.8bn (+6.5% YoY). Revenue declined in Japan, due to soaring raw material and resource prices, parts shortages, a further increase in procurement costs from partner plants, and high energy costs. Meanwhile, in China, there were signs of recovery following a slowdown in the automotive industry and an overall economic downturn. In Southeast Asia, Europe, and other regions, revenue rose YoY, driven by active participation in trade shows and stronger relationships with distributors.

- Gross profit was up 7.2% YoY to JPY10.8bn, with the gross profit margin up 0.2pp YoY to 26.5%.

- SG&A expenses were JPY9.1bn (+3.2% YoY), with the SG&A ratio at 22.4% (-0.7pp YoY). The drop was thanks partly to business streamlining executed in FY2023. As a result, OPM was up 0.9pp YoY to 4.1%. Higher revenue boosted operating profit by JPY651mn YoY (positive factor: economic sentiment in China showed signs of recovery; negative factor: the persisting downtrend in orders in Japan). An improved cost ratio also raised operating profit by JPY75mn YoY (positive factor: improvement driven by business streamlining efforts in China and other regions; negative factors: delay in order recovery in Japan and a surge in outsourcing costs.). Meanwhile, higher SG&A expenses pushed down operating profit by JPY282mn YoY (positive factor: improvement from business streamlining efforts; negative factor: increased logistics and outsourcing costs associated with higher revenue).

Progress versus full-year company forecast

The achievement rates against the revised full-year company forecast were 100.1% for revenue, 105.3% for operating profit, 107.5% for recurring profit, and 108.5% for net income attributable to owners of the parent. The actual forex rates were JPY21.03/CNY and JPY151.44/USD.

Business environment

The global economy as a whole showed a moderate recovery trend. However, the outlook remained uncertain due to persistently high raw material and energy costs, rising prices, and geopolitical issues. In addition, a change in U.S. presidential administration is expected to bring major policy shifts, particularly in trade with China, raising concerns about economic stagnation in related countries. In China, while exports of precision equipment and EVs were strong, prolonged stagnation in the real estate market and a sharp decline in direct investment into China led to sluggish demand, causing the economy to remain sluggish.

Revenue by region, industry

Revenue was JPY11.6bn in Japan (-6.6% YoY), JPY23.4bn in China (+14.4% YoY), JPY2.0bn in Southeast Asia (+2.6% YoY), and JPY3.9bn in Europe, the US, and other regions (+8.8% YoY). In Japan, healthcare-related business was brisk, but the significant impact of a downturn, particularly in electronic devices and semiconductors, led to a decline in revenue. In China, revenue increased, supported partly by a recovery in the automotive sector. In Southeast Asia, business performed well in India, Vietnam, and Malaysia, but struggled in Singapore. In Europe and other regions, performance remained strong, while results in the Americas were solid.

By industry, revenue consisted of JPY17.2bn (+4.0% YoY) in the automotive sector, JPY7.0bn (+0.9% YoY) in electronic devices and semiconductors, JPY3.8bn (+5.2% YoY) in consumer electronics and precision equipment, and JPY12.8bn (+14.0% YoY) in other sectors. Revenue from the factory automation business came to JPY3.1bn (+15.5% YoY), driven by strong performance at ASCe. In the automotive sector, the market remained sluggish in Japan but showed signs of recovery in China. In electronic devices and semiconductors, the overall market showed signs of recovery although the smartphone market stagnated. In consumer electronics and precision equipment, the market remained sluggish. In other sectors, food-related and healthcare-related businesses remained firm.

In April 2025, the company raised selling prices for catalog products in Japan, with most increases ranging from approximately 10–20%.

- According to the company, competitors also raised prices, creating an environment that made it easier to implement price hikes.

Others

The company recorded a foreign exchange loss of JPY148mn under non-operating expenses and recognized an impairment loss of JPY107mn under extraordinary losses.

Capex was JPY1.1bn, up JPY142mn YoY, while depreciation came to JPY1.2bn, up JPY11mn YoY. As the company moved forward with business restructuring, it focused capital investment on labor-saving and automation initiatives.

The Punch Group has been implementing its medium-term management plan, Value Creation 2024 Revival, covering the period from July 2023 to March 2025. Under the Value Creation 2024 Revival, the company aims for sustainable growth in profit by focusing on the high-value-added special-order product business and expanding sales of special-order products in the factory automation area. The plan prioritizes two key initiatives: the realignment of domestic businesses and the expansion of overseas businesses. In Japan, the company reorganized its operations by implementing streamlining measures such as soliciting voluntary retirement and dissolving a consolidated subsidiary in September 2023. Overseas, it continued to pursue growth strategies such as evolving into a comprehensive machine parts manufacturer in China, renewing its focus on the Indian market, and considering the establishment of new sales offices and distributors.

To further advance the strategies of the Value Creation 2024 Revival, the company signed a capital and business alliance agreement with Misumi Group Inc. on October 7, 2024. According to the company, both groups will maximize their respective strengths under this alliance agreement: Punch Industry's advanced precision machining technology and meticulous responsiveness to customer needs, and Misumi Group's cutting-edge digital technology and global supply capabilities with short delivery times. The company says that both groups will grow and develop together by complementing and enhancing each other through mutual supply of their core products and effective utilization of their logistics

infrastructure. These joint efforts will cover a wide range of metalworking fields, including automation equipment and peripheral components, mold and die components, and other standard and special-order products.

As for capital efficiency, return on invested capital (ROIC) improved to 6.0%, up from 4.5% in FY03/24, but still fell short of the company's target of 10% or more. ROE was 5.4%, compared with a net loss in FY03/24.

In March 2025, the company was certified for the first time as a "Health and Productivity Management Outstanding Organization 2025 (Large Enterprise Category)," a designation jointly awarded by Japan's Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

To mark the company's 50th anniversary in May 2025, it formulated a medium- to long-term vision outlining the group's aspired position over the next decade.

In May 2025, the company announced the relocation of its logistics base for the Japan business (logistics integration with Misumi Group Inc.).

Dividend payment for FY03/25 (dividend increase)

At the time of its earnings announcement, the company also stated that, in line with its dividend policy, it expects to pay a year-end dividend of JPY9.76 per share (most recent forecast: JPY9.68; record date: March 31, 2025). As a result, the annual dividend per share is expected to be JPY19.56 (an increase of JPY0.16 YoY), with a payout ratio of 58.1%.

Full-year company forecast

	FY03/24			FY03/25			FY03/26		
(JPYmn)	1H results	2H results	FY results	1H results	2H results	FY results	1H forecast	2H forecast	FY forecast
Revenue	**19,120**	**19,224**	**38,344**	**19,989**	**20,833**	**40,822**	**19,950**	**19,930**	**39,880**
YoY	-11.8%	-9.0%	-10.4%	4.5%	8.4%	6.5%	-0.2%	-4.3%	-2.3%
Cost of revenue	14,085	14,176	28,261	14,719	15,292	30,011			
YoY	-9.8%	-8.8%	-9.3%	4.5%	7.9%	6.2%			
Gross profit	**5,035**	**5,047**	**10,082**	**5,269**	**5,541**	**10,810**			
YoY	-16.8%	-9.6%	-13.3%	4.6%	9.8%	7.2%			
Gross profit margin	26.3%	26.3%	26.3%	26.4%	26.6%	26.5%			
SG&A expenses	4,513	4,329	8,842	4,576	4,548	9,124			
YoY	0.0%	-7.6%	-3.8%	1.4%	5.1%	3.2%			
SG&A ratio	23.6%	22.5%	23.1%	22.9%	21.8%	22.4%			
Operating profit	**521**	**719**	**1,240**	**692**	**993**	**1,685**	**480**	**670**	**1,150**
YoY	-66.1%	-20.0%	-49.1%	32.8%	38.1%	35.9%	-30.6%	-32.5%	-31.8%
Operating profit margin	2.7%	3.7%	3.2%	3.5%	4.8%	4.1%	2.4%	3.4%	2.9%
Recurring profit	**808**	**613**	**1,421**	**606**	**1,007**	**1,613**	**460**	**670**	**1,130**
YoY	-47.0%	-29.5%	-40.6%	-25.0%	64.3%	13.5%	-24.1%	-33.5%	-29.9%
Recurring profit margin	4.2%	3.2%	3.7%	3.0%	4.8%	4.0%	2.3%	3.4%	2.8%
Net income	**-950**	**373**	**-577**	**212**	**656**	**868**	**15**	**165**	**180**
YoY	-	-23.0%	-	-	75.9%	-	-92.9%	-74.8%	-79.3%
Net margin	-	1.9%	-	1.1%	3.1%	2.1%	0.1%	0.8%	0.5%

Source: Shared Research based on company data

Initial full-year forecast (out May 13, 2025)

For FY03/26, the company forecasts revenue of JPY39.9bn (-2.3% YoY), operating profit of JPY1.2bn (-31.8% YoY), recurring profit of JPY1.1bn (-29.9% YoY), and net income attributable to owners of the parent of JPY180mn (-79.3% YoY). It plans to pay an annual dividend of JPY18.12 per share, down JPY1.44 YoY, with a payout ratio of 277.0%, based on a DOE of 3%. The company also projects ROE of 1.1% (-4.3pp YoY) and ROIC of 4.0% (-2.0pp YoY).

The company assumes an exchange rate of JPY19.5/CNY and JPY142.0/USD. It forecasts capital expenditures of JPY1.4bn and depreciation expenses of JPY1.1bn.

Outlook

In October 2024, the company entered into a capital and business alliance agreement with Misumi Group to further accelerate its shift toward the special-order product business, as set forth in the Value Creation 2024 Revival. The two companies have begun working together on a range of collaborative initiatives, starting with mutual product supply. While the company expects significant benefits from the alliance, many initiatives are still under discussion. As a result, it has chosen to pause its medium-term management plan for FY03/26, instead designating the year as a period for evaluating the impact of the alliance and formulating the next medium-term management plan. In its Japan business, the company is working to adjust its production framework in line with the alliance with Misumi Group, while also reviewing its sales

structure. These efforts are aimed at quickly regaining momentum following business streamlining measures and laying the groundwork for future growth.

Factors affecting operating profit

The company expects a decline in revenue to reduce operating profit by JPY249mn, a higher cost ratio to reduce it by JPY43mn, and an increase in SG&A expenses to reduce it by JPY242mn. For revenue, while overseas markets are on a recovery trend, the company expects continued delay in recovery in Japan, an increase in China on a local-currency basis but a decline in yen terms, and downward pressure on the economy from trade policy in the US. For the cost ratio, in Japan, while the company anticipates price revisions, it also expects some effects from delayed order recovery and rising outsourcing costs. In China, the cost ratio is projected to increase due to ongoing price competition. As for SG&A expenses, the company expects personnel costs to be contained through efficiency improvements in China. In Japan, however, it projects SG&A expenses to rise due to increased travel expenses associated with expanded sales activities, front-loaded costs from hiring additional sales staff, and higher outsourcing fees.

Revenue by region, industry

By region, the company forecasts revenue of JPY11.1bn (-4.4% YoY) in Japan, JPY23.0bn (-1.6% YoY) in China, JPY2.0bn (+2.5% YoY) in Southeast Asia, and JPY3.7bn (-4.5% YoY) in Europe, the US, and other regions. By industry, it expects to generate revenue of JPY15.7bn (-8.7% YoY) from the automotive sector, JPY6.6bn (-5.6% YoY) from electronic devices and semiconductors, JPY3.6bn (-6.2% YoY) from consumer electronics and precision equipment, and JPY13.9bn (+8.6% YoY) from other sectors. It forecasts revenue from the factory automation business to rise 11.2% YoY to JPY3.4bn.

In the Japan business, following the business streamlining, the company encountered an unexpected number of resignations, aside from solicited voluntary retirements, causing delays in establishing a structure for order expansion. While efforts to recruit and train workers are progressing, the company assumes it will take considerable time to fully establish the necessary structure. In the China business, although economic sentiment is gradually recovering, many products have faced the impact of price competition. As a result, the company expects the cost ratio to increase. In addition, it anticipates a downside risk to the economy posed by trade policy in the US.

Others

The company forecasts capex of roughly JPY1.4bn (JPY1.1bn in FY03/25) and depreciation of JPY1.1bn (JPY1.2bn).

The company expects to record an impairment loss under extraordinary losses in connection with capex in Japan.

As for capital efficiency, the company expects return on invested capital (ROIC) to be 4.0% and ROE to be 1.1%.

Regarding the integration of logistics bases for the Japan business with Misumi Group's announced in May 2025, the company states that the integration will help reduce logistics costs in FY03/26, but that the impact on earnings will be minor owing to one-off expenses such as product standardization and system investments by both companies. The two companies are working together under the alliance to generate synergies that will contribute to earnings growth. They have already begun collaborating on mutual product supply in Japan and aim to maximize synergies as early as possible. While synergies with Misumi Group are expected to have a minor impact on earnings in FY03/26, the company plans to disclose the earnings contribution of synergies from FY03/27 onward once a reasonable estimate is available. The company also plans to formulate and announce a new medium-term management plan (VC28).

Medium-term outlook

Punch Group long-term vision Vision60

In May 2025, Punch Industry announced that it has formulated Vision60, a long-term vision for the Punch Group looking ahead to the next ten years, to mark its 50th anniversary.

Purpose

In anticipation of its 50th anniversary in March 2025, the company formulated a new corporate purpose in August 2024 to reaffirm and share the company's reason for being with all employees: "Shaping a prosperous future for the next generation as a manufacturer through trust, diligent technological advancements, and unrestrained creativity."

The long-term vision Vision60 outlines the Punch Group's envisioned self ten years from now in pursuit of realizing this corporate purpose, and to achieve that vision, sets forth strategies for three medium-term management plans using a backcasting approach.

Overview

Based on its corporate purpose and outlook for the surrounding environment, the company has set reducing reliance on mold and die components as its goal for the next ten years. It aims to become a corporate group that meets the diverse needs of an ever-changing society by expanding its business domains.

Specifically, in addition to pursuing sustainable growth in its mold and die components business, the company will work to further expand its factory automation business—positioned as a growth driver—and promote the development of a third pillar through the cultivation of new businesses. By increasing the revenue contribution of the factory automation and new businesses, the company is targeting consolidated revenue of JPY80.0bn in FY03/35. To drive the achievement of Vision60, the company also intends to further refine the "Punch Spirit"—its corporate identity grounded in openness to challenge, ingenuity, and open-mindedness.

The company's outlook on the future business environment

As a 10-year outlook, the company envisions the following future operating environment.

Operating environment

Rapid technological innovation	・Digitalization and advances in AI are transforming society and manufacturing ・Space-related businesses are gaining further momentum ・Technologies such as megacasting, 3D printing, and digital twins are becoming mainstream
Declining labor force and aging society Slowing growth in the domestic market	・Declining labor force is accelerating the shift toward automation ・Major changes in hiring, wages, and working environments ・More seniors are remaining in the workforce due to extended retirement age and other factors
Major changes in the international affairs Rising global environmental awareness	・BRICS and the Global South are gaining greater prominence ・Global shift in production countries and regions ・Consumption is shifting from mass consumption to circular economies

Source: Shared Research based on company data

The company's vision for the next 10 years

Punch Group's purpose: "Shaping a prosperous future for the next generation as a manufacturer through trust, diligent technological advancements, and unrestrained creativity"	Responding to technological innovation ・Rapid technological innovation ・Growing complexity and transformation in manufacturing Responding to aging society and market stagnation ・Declining labor force and aging society ・Slowing growth in the domestic market	Factory automation business and new businesses (outside mold and die components) Challenge: Execute M&A deals involving mid-sized companies Ingenuity: Conduct R&D unconstrained by existing businesses Open-mindedness: Share successful initiatives across the group
	Responding to social change ・Major changes in international affairs ・Rising global environmental awareness	Mold and die components business Challenge: Maximize benefits of capital and business alliance Ingenuity: Tap into new industries and regions Open-mindedness: Strengthen collaboration between sales and manufacturing divisions

Source: Shared Research based on company data

Target business scale under Vision60

Creating value through R&D (responding to technological innovation)	・Aim to increase customers adopting P-Bas metal bonding technology ・Enhance technological capabilities by strengthening efforts in the aerospace sector ・Generate order opportunities through M&A and partnerships with startups
Growth through expansion of the factory automation business (responding to aging society and market stagnation)	・Leverage M&A and group companies to broaden business domains ・Bring equipment manufacturing in-house ・Improve productivity at in-house plants
Sustained growth of existing businesses (responding to social change)	・Improve profitability by focusing on special-order products through capital and business alliances ・Restructure organization to optimize the sales and manufacturing frameworks ・Enhance technology to tap into new industries and expand into new regions

Source: Shared Research based on company data

As of May 2025, the company envisions the following roadmap.

- FY03/26: A period for establishing the scope of collaboration under the capital and business alliance
- VC28 (FY03/27–FY03/29): A phase for improving profitability
- VC31 (FY03/30–FY03/32): A phase for nurturing the factory automation business, new businesses, and new regions
- VC34 (FY03/33–FY03/35): A phase for growing the factory automation business, new businesses, and new regions

Numerical targets

For FY03/35, the company targets revenue of JPY80.0bn (vs. JPY40.8bn in FY03/25), operating profit of JPY8.0bn (vs. JPY1.7bn), and an OPM of 10% (vs. 4.1%). To achieve these targets, it is focusing on three key initiatives: (1) sustained growth of existing businesses, (2) growth through expansion of the factory automation business, and (3) creation of new pillar businesses through R&D.

Portfolio by business

For FY03/35, the company envisions a business portfolio totaling JPY80.0bn in revenue, comprising JPY55.0bn from the mold and die components business (vs. approx. JPY37.8bn in FY03/25), JPY20.0bn from the factory automation business (vs. approx. JPY3.0bn), and JPY5.0bn from new businesses (vs. a small amount).

Growth drivers for the mold and die components business are: (1) maximization of benefits of the capital and business alliance; (2) continued sales efforts; (3) market growth, particularly overseas; and (4) a decline in the number of competitors entering the mold and die components field. Growth drivers for the factory automation business include: (1) sales expansion through proactive M&A; (2) expansion of target sectors beyond factories; (3) continued sales efforts; and (4) market growth driven by demand for automation and labor-saving solutions. Tailwinds for new businesses include: (1) acceleration of ongoing R&D projects; (2) incorporation of businesses through proactive M&A; (3) entry into new fields via partnerships with startups and other entities; and (4) strengthening of development initiatives through the introduction of an in-house venture program.

Portfolio by region

For FY03/35, the company envisions a regional portfolio totaling JPY80.0bn in revenue, comprising JPY27.0bn from Japan (vs. approx. JPY11.6bn in FY03/25), JPY35.0bn from China (vs. approx. JPY23.4bn), JPY5.3bn from Southeast Asia (vs. approx. JPY1.9bn), and JPY12.8bn from Europe, the US, and other regions (vs. approx. JPY3.9bn).

Japan and China, the company's core markets, are both expected to grow, while the company also aims to expand beyond these regions by reviewing its sales structure and strengthening partnerships with distributors.

Portfolio by industry

For FY03/35, the company envisions an industry portfolio totaling JPY80.0bn in revenue, comprising JPY30.0bn from the automotive sector (vs. approx. JPY17.2bn in FY03/25), JPY12.0bn from electronic devices and semiconductors (vs. approx. JPY7.0bn), JPY7.0bn from consumer electronics and precision equipment (vs. approx. JPY3.8bn), and JPY31.0bn from other industries (vs. approx. JPY12.8bn).

While existing businesses in all industries are expected to grow, the company anticipates that expansion into new business domains will help drive growth in untapped areas through increased transactions.

Capital and business alliance with Misumi Group

In October 2024, Punch Industry Co., Ltd. resolved to enter into a capital and business alliance agreement with Misumi Group Inc. (TSE Prime: 9962, planned allottee), and to issue new shares through a third-party allotment to the planned allottee. The company then concluded the alliance agreement.

Alliance purposes and reasons

The Misumi Group seeks to create value by saving time for customers in the industrial automation industry. It does so by reducing delivery times and reducing work hours through automation. In its manufacturing business, the company develops, manufactures, and sells automation equipment, automation equipment components, mold and die components, and automation-related indirect materials. In its distribution business, the Misumi Group offers a wide range of products from automation-related indirect materials to consumables, including those from other companies. The company is accelerating business expansion and global growth by leveraging a unique business model that combines these businesses, along with its advanced digital technology and various channels, including online catalogs, an e-commerce website, and online component procurement service called meviy.

Since May 2023, Punch Industry and Misumi Group had exchanged information through their directors, mutually recognizing the need for an alliance. The companies had thoroughly examined alliance possibilities, risks, and strategies to maximize its effectiveness through more than a dozen meetings between their directors, including top-level ones, as well as dozens of working-level discussions.

The two groups entered into this alliance agreement as equal partners to achieve mutual and sustainable prosperity, contribute to the overall growth of the industrial sector, and ultimately benefit society. Under the alliance agreement, they will maximize their respective strengths: Punch Industry's advanced precision machining technology and meticulous responsiveness to customer needs, and Misumi Group's cutting-edge digital technology and global supply capabilities with short delivery times. Both groups will grow and develop together by complementing and enhancing each other through mutual supply of their core products and effective utilization of their logistics infrastructure. These joint efforts will cover a wide range of metalworking fields, including automation equipment and peripheral components, mold and die components, and other standard and special-order products.

Details of capital alliance

Through this third-party allotment, Punch Industry will issue 3,000,000 shares of its common stock to the planned allottee (10.9% of voting rights after allotment). The Misumi Group intends to retain its shares in Punch Industry. The company determined that the number of shares issued, the extent of resulting dilution, and the impact on the market were reasonable for achieving the planned objectives. In accordance with the alliance agreement, it will issue the new shares to Misumi Group and plans to purchase an equivalent amount of Misumi Group shares on the Tokyo Stock Exchange Prime Market between October 24, 2024, and December 27, 2024.

Details of business alliance

Through the alliance agreement, the two groups will work together to generate synergies and drive performance growth for both. Initially, they aim to realize synergies quickly in Japan by collaborating in mutual product supply and other areas. They also plan to explore new business opportunities by leveraging their networks and jointly expanding into overseas markets with high growth potential.

The funds raised will primarily be allocated to capital investments to improve the production processes for special-order products (planned from April 2025 to March 2028).

- The company stated that this capital and business alliance agreement aims to ensure mutual and sustainable prosperity between the company group and the Misumi Group as equal partners, with the goal of contributing to the overall growth of the industrial sector.

Aiming to achieve synergies by leveraging both companies' value offerings

According to the company, it's value offering includes the ability to supply special-order products by leveraging its precision processing technology and a customer-centric proposal capability provided by its sales representatives. Meanwhile, the value offered by Misumi Group includes short delivery times and cost competitiveness for standard products and maximization of customer time value through its e-commerce platform.

- The aim is to fully leverage the strengths of both companies to sustainably deliver value and drive the development of the mold and die industry. The goal is to achieve global business growth through collaboration on "standard products" and "special-order products." Specifically, areas under consideration include consolidating and streamlining the procurement of inventory items from partner factories, establishing a cooperative framework for the stable supply of standard products, and collaborating in overseas expansion and logistics.

Progress

Relocation of logistics base for Japan business (logistics integration with Misumi Group)

In May 2025, the company announced the relocation of its logistics base for the Japan business (logistics integration with Misumi Group Inc.).

- Logistics base to be relocated: Tokyo Logistics Center (3F North, SG Realty Yokohama, 3-11 Moriyamachi, Kanagawa-ku, Yokohama, Kanagawa Prefecture)
- New logistics base (relocation scheduled for mid-October 2025): Tokyo Logistics Center (inside Misumi East Japan Distribution Center, 7-1 Higashi-Ogishima, Kawasaki-ku, Kawasaki, Kanagawa Prefecture)

As part of business collaboration, the company has decided to integrate its logistics base for the Japan business with Misumi Group's, by utilizing the latter's logistics infrastructure. The relocation is intended to boost logistics efficiency, address transport capacity shortages and cost increases associated with the so-called 2024 logistics issue, and further reduce costs.

Next medium-term management plan, Value Creation 28 (FY03/27–FY03/29)

- Performance growth through the capital and business alliance: In Japan, the company plans to realize synergies quickly by collaborating on mutual product supply and other initiatives. Overseas, the company seeks to create new business opportunities by leveraging networks of both Punch Industry and Misumi Group and jointly developing overseas markets with high growth potential.
- Tasks under discussion between Punch Industry and Misumi Group: The two companies are currently discussing areas such as product supply, logistics, procurement, and overseas expansion to generate synergies and contribute to improved performance of them through the capital and business alliance. Although anticipating significant benefits from collaboration, Punch Industry stated that the extent of upside remains unclear at this stage as many items are in the discussion phase.
- Period of the next medium-term management plan: The final year of the current medium-term management plan is FY03/25. Punch Industry designated FY03/26 as a period for evaluating the plan's effectiveness, and will not formulate a new medium-term management plan at that time. The company intends to commence the next medium-term management plan in FY03/27.

- Regarding revenue and profit outlook for FY03/26 to FY03/29 (as of November 2024), the company expects revenue in FY03/26 to slightly increase compared with FY03/25, but anticipates it will grow steadily from FY03/27 onward. The company projects operating profit to consistently increase in FY03/26 and beyond, assuming it will recover to around JPY2.4bn in FY03/27 and continue to rise thereafter.

Revision to FY03/25 earnings targets in Value Creation 2024 Revival and dividend increase

On May 14, 2024, the company disclosed its FY03/25 targets under its medium-term management plan, Value Creation 2024 Revival, revising the management targets initially announced on October 27, 2023.

Consolidated earnings forecast for FY03/25

Previously, the company forecast net income attributable to owners of the parent of JPY800mn for FY03/25, the final year of the Value Creation 2024 Revival plan. However, in FY03/24, it recorded lower-than-expected impairment losses in the Japan business and earnings grew sharply due to tax effects. Accordingly, it raised the target by 50% to JPY1.2bn.

Dividend forecast

In light of this change, the company expects to pay an annual dividend of JPY19.61 per share (+JPY00.21 YoY) for FY03/25, based on the benchmark consolidated payout ratio of 30% or above and dividend on equity (DOE) ratio of 3% or above. In calculating the DOE ratio, it now uses only year-end shareholders' equity as the denominator.

Numerical targets set for the Value Creation 2024 Revival medium-term plan

The company has set numerical targets for key performance indicators under its two-year medium-term management plan (FY2023–FY2024), Value Creation 2024 Revival, announced in July 2023.

Value Creation 2024 Revival targets

- FY03/25: Revenue of JPY38.5bn, operating profit of JPY2.1bn, net income attributable to owners of the parent of JPY800mn

- For FY03/25, the company expects higher revenue, improvement in the cost ratio, and lower SG&A expenses to boost operating profit by JPY79mn, JPY905mn, and JPY15mn, respectively, versus its FY03/24 forecast (October 2023). It anticipates continued market deterioration, mainly in Japan and China, but expects revenue to bottom out in FY03/24 and increase slightly in FY03/25. The company projects improvement in its cost ratio due to full-year contributions from the management optimization (reorganized production system, reduced headcount) implemented in FY03/24. It also forecasts that full-year contributions from the management optimization (reorganized sales system, reduced headcount) will reduce SG&A expenses.

Others (newly added KPIs, the impact of implemented measures, etc.)

- Consolidated factory automation revenue for FY03/25: JPY3.2bn
- Impact of reorganized group production system on Vietnam plant revenue: JPY300mn
- Manufacturing process automation (labor-saving equipment installation): Labor-saving equipment utilization rate (unmanned) of at least 70%, labor-saving equipment utilization rate (with operators) of 100%
- Total capex, depreciation in FY03/24 and FY03/25: JPY3.0bn, JPY2.0bn
- Effect of improved operating profit from personnel optimization at the parent and dissolution of consolidated subsidiary Pintec for FY03/25: Approximately JPY1.2bn (the impact on FY03/24 earnings: JPY700mn; FY03/25: JPY500mn)
- FY03/25 revenue targets by region, industry: JPY13.6bn in Japan, JPY19.5bn in China, JPY1.9bn in Southeast Asia, and JPY3.5bn in Europe, the US, and other regions. JPY16.2bn in the automotive sector, JPY7.1bn in the electronic device and semiconductor sector, JPY3.7bn in the home electronics and precision equipment sector, and JPY11.5bn in other sectors.

Realignment of domestic businesses

The company implemented the following measures.

- Reduced personnel by 205 at the parent: As a result of personnel optimization, the company expects to improve the efficiency of order operations as it consolidates sales bases and tasks. In Q2 FY03/24, it booked an extraordinary loss of about JPY800mn.
- Dissolved consolidated subsidiary Pintec: As of 1H FY03/24, Pintec was in the process of liquidation. The company will transfer the production of Pintec products to the Kitakami and Hyogo plants. In Q2 FY03/24, it booked an extraordinary loss of roughly JPY270mn.
- Others: The company automated operations to improve efficiency. Specifically, it promoted the use of automatic transporters and robots; the use of IoT devices to monitor operations and sort and transfer products; the introduction of robots to automatically change parts for NC lathes; and the use of robots in manufacturing processes. The company also established a customer support center to improve order operations.

- The company expects the above measures to boost operating profit by about JPY1.2bn in FY03/25.

Value Creation 2024 Revival

In July 2023, Punch Industry announced updates to its medium-term business plan, Value Creation 2024, and its plan to streamline operations by soliciting voluntary retirement and dissolving a consolidated subsidiary. It also announced that its executives would return a portion of their remuneration.

Reasons for updating the medium-term plan and streamlining operations

The business environment has become increasingly harsh due to global factors such as rising geopolitical risks, soaring prices of raw materials and other resources, and parts supply shortages. As a result, the company's progress in executing its medium-term plan, Value Creation 2024, was significantly behind, and in addition to making up for the delays, the company has decided it needs to update the plan, including adding new growth strategies for the future. In May 2023, the company announced a change in listing from the TSE Prime Market to the Standard Market. It plans to concentrate management resources on executing various initiatives set forth in the updated plan, Value Creation 2024 Revival.

Among the key initiatives outlined in the Value Creation 2024 Revival plan is the realignment of domestic businesses. The company decided to consolidate production and sales bases, and solicit voluntary retirement and dissolve a consolidated subsidiary to streamline operations.

Medium-term business plan Value Creation 2024 Revival

The company will work on structural reforms under the basic policy of aiming for sustainable growth in profit by focusing on the high-value-added special-order product business.

In terms of production, the company plans to dissolve its consolidated subsidiary, Pintec Corporation, and reorganize its group production system by transferring production functions of the Kitakami, Miyako, and Hyogo plants to the Vietnam plant. In terms of sales, the company intends to establish a customer center to streamline the ordering process. It will also solicit applicants for voluntary retirement in line with the alignment of production and sales bases.

Overseas, the company will continue to work on its growth strategy of acquiring new sales bases and distributors, expanding sales of special-order factory automation products, and redirecting focus to the Indian market.

Key initiatives

In Japan, the company will implement the following measures under the theme of realignment.

1. Realign sales structure: Expand sales of special-order factory automation products; establish a customer center
2. Realign production structure: Consolidate group production bases and streamline in-house operations through factory automation
3. Continue to strengthen R&D: Improve new P-Bas technology; enhance aerospace-related operations

- Consolidate group production bases: The company plans to transfer standard product production operations to the Dalian, Wafangdian, and Vietnam plants by 2026, while focusing on production of special-order products at its domestic plants. It will transfer the production of Pintec (dissolved consolidated subsidiary) products to the Kitakami and Hyogo plants. It will use external resources, including partner plants, for the production of standard products with short delivery times. Through these measures, the company aims to improve the profitability of parent domestic businesses and increase overseas plant utilization.

- Establish a customer support center: The company recognized that its quote-to-order process was slow. By establishing a customer support center, it will consolidate administrative operations into a separate location and standardize order operations to offer customers quick estimates. It will also use IT tools to improve efficiency in managing design drawings. Further, the company will close and downsize some sales bases.

Roadmap for reorganizing group production system

Country	Phase 1 (through FY03/24)	Phase 2 (from FY03/25)
Vietnam	・Use existing facilities and plants to handle transferred production functions ・Invest in facilities to prepare for additional transfer	・Additionally transfer production of standard press die products ・Start preparing for production of standard mold die products
Japan	・Transfer production functions to streamline operations ・Use group and partner plants	・Strengthen production of special-order products at plants in Japan
China	・Invest in facilities to prepare for transfer ・Strengthen production of special-order products at plans in China	・Continue to work on Phase1 initiatives

Source: Shared Research on company materials

Overseas, the company will implement the following measures under the theme of growth.

1. China: Strengthen factory automation operations; establish new sales agencies to grow into a comprehensive machine parts manufacturer
2. Southeast Asia: Renew its focus on the Indian market; establish new sales bases; utilize the Vietnam plant
3. Europe, US, and other regions: Acquire new customers

- China business: The company aims to grow from a mold and die parts manufacturer to a comprehensive machine parts manufacturer. To this end, in terms of mold and die components, the company will focus on 1) mold and die components for the new energy market centered on EVs, 2) precision mold and die components for the healthcare/beverage markets, and 3) value-added custom mold and die components. For precision and industrial machinery parts, it will focus on 1) demand cultivation for precision parts, 2) precision parts for the aerospace industry, and 3) expansion in the medical equipment and device parts field. In terms of factory automation parts, it will 1) meet automation and labor-saving demand, 2) cultivate the factory automation market, and 3) establish a dedicated team to strengthen sales of factory automation products. Further, the company will cut costs at its plants by 1) automating/streamlining production and digitalizing operations to improve efficiency, and 2) curtailing product sourcing costs by procuring globally as a group, with the aim of generating stable profit.

- Renewed focus in India: The company sees the Indian market as a growth market. However, the mold and die manufacturing industry was underdeveloped there (local manufacturers often imported complete sets of molds and dies from overseas, resulting in less demand for mold and die components). Now, with the number of local mold and die manufacturers growing, the company has a greater chance of developing the market. To rebuild its India business, the company aims to stabilize its management base by revising its product lineup (focus on high-margin products), developing the IT infrastructure to strengthen analytical capabilities, and expanding its sales team and participating in trade shows through FY03/25. It will also increase partner plants in India to prepare for the business expansion. Under the next medium-term management plan (from FY03/26), the company will 1) procure resources from the local market and plants, 2) consider selling products other than mold and die components, and 3) increase transactions with local companies with the aim of partnering with and acquiring them to seek further growth.

- Expand sales in Europe: In the short term, the company will 1) jointly participate in trade shows, 2) place its staff at distributors, 3) strengthen sales activities carried out with distributors and trading companies, 4) expand its product lineup (inducing factory automation parts and MRO products), and 5) cultivate trading companies. Over the medium to long term, it will 1) consider establishing sales and logistics bases, 2) cultivate partner plants that comply with DIN standards, 3) meet demand for ultra-precision/high-precision parts, and 4) expand sales of standard products with short delivery times.

Medium-term business plan Value Creation 2024 (FY03/23–FY03/25)

The company announced its medium-term business plan, Value Creation 2024, in March 2022. The plan positions growing demand for automation and labor saving as a new driver of growth. The plan set out three strategies: (1) responding to growing demand for automation and labor saving at manufacturing sites with special-order products in the factory automation area; (2) establishing a solid presence in the mold and die components business through the ongoing development of new technologies and services; and (3) enhancing corporate value by pursuing the SDGs and ESG solutions to social issues.

Priority initiatives

Expanding new and existing businesses	Expanding sales of special-order products in the factory automation area, enhancing customer services in the ordering framework, expanding the sales network outside Japan and China
Strengthening the production framework	Global procurement, ramping up the group production framework, boosting productivity through automation and labor-saving technology
Strengthening R&D	New P-Bas processing method, manufacture and sales of products other than mold and die components, augmenting the aerospace businesses

Source: Shared Research based on company data

Expanding new and existing businesses

The company cites data from the New Energy and Industrial Technology Development Organization in projecting that the robotics market in Japan will expand from JPY2.85tn in 2020 to JPY9.7tn by 2035. To capture this demand, it will expand sales of special-order products in the factory automation area through its Japan and China businesses, including taking advantage of business alliances. The company targets an increase in revenue from the factory automation business from JPY2.7bn in FY03/22 to JPY5.0bn in FY03/25. It plans to expand the business in four steps: (1) precision components and precision jigs and tools; (2) assembled precision components; (3) simplified, powered equipment; and (4) production line equipment. The company says it has progressed up to step (2), and is selling the special-order products listed. Punch Industry had planned to expand equipment sales through tie-ups and acquisitions, but the October 2022 consolidation of ASCe, a developer and manufacturer of automated machinery, has enabled the company to expand its sales targets to include advanced equipment (such as those specified in steps [3] and [4]).

The company is working to enhance customer services in the ordering process, such as upgrading the current online ordering system, Punch-Net, to improve customer convenience and reinforce the customer follow-up framework, aiming to elevate the proportion of online orders from 39% in FY03/22 to 48% in FY03/25. Another focus is 3D Measurement Partners, a new service launched in January 2022 for measuring product shapes, processing and analyzing data, investigating the causes of defects, and proposing improvement measures.

In terms of expanding the sales network outside Japan and China, the company will further reinforce the "five-pole" sales framework set out in the previous medium-term plan. In Southeast Asia, the company will strengthen sales in the electronic devices and semiconductors business and step up local sales efforts capitalizing on the Vietnam plant, targeting an increase in revenue from the region from JPY1.7bn in FY03/22 to JPY2.6bn in FY03/25. In Europe, the US, and other regions, the company will strengthen sales of products for the US healthcare sector and reinforce relationships with distributors in Europe, targeting an increase in revenue from these regions from JPY2.6bn in FY03/22 to JPY4.0bn in FY03/25.

Strengthening the production framework

In terms of global procurement, the company will capitalize on the production capacity of its own plants and partner plants overseas and further upgrade the production lineup at the Vietnam plant, where it aims for sustainable growth. The company plans to raise revenue from the Vietnam plant by 35% in FY03/25 versus FY03/22. In addition, the company's procurement department in Japan will step up its overseas procurement volume, aiming for a 35% increase in FY03/25 versus FY03/22.

In ramping up the group production framework, the company will invest in improving the production capacity, technology, and quality of its overseas plants and boost production volume at its plants in Japan. The company earmarks a total of JPY3.0bn by FY03/25 for investment in overseas plants. It will transfer production and make capital outlays at four plants in Japan (including plants of group companies) to enhance production efficiency. The company aims to grow revenue from in-house production in Japan by 25% in FY03/25 versus FY03/22.

In terms of automation and labor-saving technology, the company will enhance production efficiency through the use of IT tools at all 12 group plants. Specifically, the company will automate in-plant operations, pare down failure costs (spoilage costs), invest in upgrading production capacity, seek to capture more orders by enhancing its quality and technical capabilities, and lock in orders by responding more quickly to requests for quotations. It seeks to enhance production efficiency by 10% in FY03/25 versus FY03/22.

Strengthening R&D

The company will continue to develop new technologies aimed at further business growth. One focus is its new P-Bas (short for Punch bonding and sintering) bonding and materials development technologies for creating ideal cooling circuits by joining multiple, separately processed components. With regard to the manufacture and sales of products other than mold and die components, the company will launch special-order products in the factory automation area and initiate marketing to lay the groundwork for these products down the road. The company will also work on aerospace products that require ultra-precision processing.

Other

To strengthen its management foundation, the company will construct new IT tool-based services, reform operations by overhauling its in-house IT infrastructure, and cultivate staff to spearhead digital transformation initiatives. Among these initiatives, the company in particular plans to pursue the AI-based management of design drawings, visualization of processing progress, customer management using sales data, and the consolidation of processing status data. The company's financial strategy is to seek to optimize the capital structure in a way that is attentive to the cost of capital, boosting earning power through management stressing ROIC, and improving the soundness of its financial position. In terms of sustainability, the company will draw down carbon emissions, reinforce corporate governance, cultivate human resources, and reform working styles. For its ROIC-centered management, the company aims to enhance corporate value by maintaining ROIC of at least 10%, which exceeds the cost of capital.

Targets

The company targets revenue of JPY50.0bn in FY03/25 (JPY39.4bn in FY03/22), operating profit of JPY5.0bn (JPY3.0bn), and net income attributable to owners of the parent of JPY4.0bn (JPY2.0bn). It is earmarking cumulative capital investment over the three-year period of JPY5.0bn (over half of which is for plants in China and JPY2.0bn of which is for facility overhauls in Japan). It expects depreciation of JPY3.0bn. By region, the company targets revenue in FY03/25 of JPY17.9bn (JPY14.0bn) in Japan, JPY25.5bn in China (JPY21.0bn), JPY2.6bn in Southeast Asia (JPY1.7bn), and JPY4.0bn in Europe, the US, and other regions (JPY2.6bn). By industry, the company targets revenue of JPY20.4bn (JPY16.4bn) from the automotive sector, JPY10.1bn (JPY8.0bn) from electronic devices and semiconductors, JPY5.5bn (JPY4.2bn) from consumer electronics and precision equipment, and JPY14.0bn (JPY10.7bn) from other sectors.

Previous medium-term business plans

Targets and results

		Value Creation 2015			Value Creation 2020					Value Creation 2020 Plus	
	(JPYmn)	FY03/14	FY03/15	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/21 (revised)	FY03/22
Revenue	Targets	28,000	28,900	30,500	37,000	39,000	42,000	44,500	47,000	33,100	36,100
	Results	29,437	34,393	36,756	36,649	41,025	40,936	35,349	32,462	32,462	39,359
	Difference	1,437	5,493	6,256	-351	2,025	-1,064	-9,151	-14,538	-638	3,259
Operating profit	Targets	1,050	1,330	2,000	2,000	2,200	2,500	2,800	3,300	1,200	1,800
	Results	1,162	1,724	1,987	1,991	2,844	2,579	836	1,613	1,613	3,042
	Difference	112	394	-13	-9	644	79	-1,964	-1,687	413	1,242

Source: Shared Research based on company data
Note: Unless otherwise noted, all medium-term target values are as initially announced.

In previous medium-term business plans, revenue came in above initial target in five out of nine years, as did operating profit.

Value Creation 2015 (FY03/14–FY03/16)

Value Creation 2015, the medium-term business plan announced in November 2013, set out three challenges: (1) global expansion (making inroads into markets in India, Southeast Asia, and Europe and the US); (2) making inroads into new markets (forays into new or underdeveloped areas); and (3) transitioning to a highly profitable business model (reforming the profitability of businesses in Japan and China).

In terms of (1) global expansion, the company formed a new global business division and put in place a sales framework based on personal visits by sales staff, pursuing the following objectives.

Europe and the US	Establishing a special-order product business centered on automotive products
Asia (outside China)	Establishing a business presence in Singapore, Vietnam, Indonesia, and India, positioning Malaysia as the core
Japan	Multiregional support from the global business division (strategizing)

Source: Shared Research based on company data

Regarding (2) making inroads into new markets, the company sought to enter into new areas and markets by harnessing its advanced technological capabilities, pursuing the following objectives.

China	Targeting the western China market with Chongqing as a strategic base
Asia (outside China)	Solidifying a staging ground for the horizontal development of strategies in Japan and China
Japan	Multiregional response from the global business division (marketing), making inroads into healthcare, food, and other new markets

Source: Shared Research based on company data

In (3) transitioning to a highly profitable business model, the company aimed to grow sales of high value-added products drawing on its comprehensive production framework and advanced technological capabilities, pursuing the following objectives.

China	Expanding the strategic product lineup
Asia (outside China)	Augmenting the cemented carbide business (making it more aggressive and more resilient)
Japan	Completing reforms to the earnings structure, establishing group-wide R&D framework centered on the R&D division

Source: Shared Research based on company data

Targets for the final year of the plan (FY03/16) were revenue of JPY30.5bn (JPY25.0bn in FY03/13), operating profit of JPY2.0bn (JPY708mn), recurring profit of JPY1.9bn (JPY823mn), net income attributable to owners of the parent of JPY1.2bn (JPY213mn), and ROE of 16.0%. By region, the company targeted revenue of JPY14.3bn in Japan (JPY13.7bn), JPY13.7bn in China (JPY10.0bn), and JPY2.5bn in Asia (outside China) and other regions (JPY1.4bn). By industry, the company targeted revenue of JPY13.0bn (JPY10.4bn) from the automotive sector, JPY5.6bn (JPY5.2bn) from electronic devices and semiconductors, JPY3.6bn (JPY3.3bn) from consumer electronics and precision equipment, and JPY8.3bn (JPY6.1bn) from other sectors.

Review of Value Creation 2015

In terms of (1) global expansion, the company made acquisitions, acquired production capacity and markets in Southeast Asia, secured sales channels in Europe, and established a business foundation in India. In terms of (2) making inroads into new markets, the company acquired AS 9100 certification, carried out marketing in underdeveloped areas, and clarified targets in new areas. In terms of (3) transitioning to a highly profitable business model, the company established an R&D framework, boosted sales of high value-added products in Japan, expanded the lineup of strategic products in China, and augmented the cemented carbide products business in Southeast Asia. Revenue for FY03/16 was JPY36.8bn against the target of JPY30.5bn. The positive impact of forex translations helped the company reach its target. Operating profit came in at JPY1,987mn, falling just shy of the JPY2.0bn target.

Value Creation 2020 (FY03/17–FY03/21)

Value Creation 2020, the medium-term business plan the company announced in March 2016, set out four challenges: (1) establishing a "five-pole" sales framework (establishing a sales framework in Europe and the US, becoming a global company operating on five sales poles); (2) enhancing customer services (becoming a company that customers support, honing technical capabilities); (3) promoting highly profitable businesses, augmenting R&D (expanding the lineup of high value-added products, reforms to lower the cost of manufacturing); and (4) working style reforms (greater work efficiency, work-life balance, diversity). The plan also called for a return to the spirit of the founder ("Punch Spirit").

Regarding (1) establishing a "five-pole" sales framework, the company aimed to establish a sales framework in Europe and the US rather than focusing solely on Asia. In terms of (2) enhancing customer services, Punch Industry sought to boost customer satisfaction through optimal global procurement. It also sought to use reverse engineering to address the problem of customers in the mold and die and component manufacturing sector losing their design drawings due to mergers and consolidation.

In terms of (3) promoting highly profitable businesses, the company looked to optimize the group production framework, starting with its Vietnam plant, positioning the three years through FY03/19 as a run-up investment period. The plan was to start operations at the Vietnam plant, streamline costs at its production sites in Japan, and shift production between its Chinese production sites. From FY03/20, eyeing the full-fledged rollout of the group production framework, the company moved to upgrade production capacity at its Vietnam plant, transfer production between production sites in Japan, and step up the production of special-order products at production sites in Japan. In terms of augmenting R&D, the company sought to boost transactions with customers in the food, healthcare, and aerospace sectors, promising growth areas that are less susceptible to economic fluctuations.

Targets for the final year of the plan (FY03/21) were revenue of JPY47.0bn (JPY36.8bn in FY03/16), operating profit of JPY3.3bn (JPY2.0bn), net income attributable to owners of the parent of JPY2.3bn (JPY1.2bn), and ROE of 11.0%. By region, the company targeted revenue of JPY18.7bn in Japan (JPY15.6bn), JPY22.4bn in China (JPY17.8bn), and JPY5.9bn in Asia (outside China) and other regions (JPY3.3bn). By industry, the company targeted revenue of JPY20.6bn (JPY17.1bn) from the automotive sector, JPY8.4bn (JPY6.6bn) from electronic devices and semiconductors, JPY6.6bn (JPY4.8bn) from consumer electronics and precision equipment, and JPY11.5bn (JPY8.3bn) from other sectors.

In terms of dividends, the company targeted a consolidated payout ratio of 30%.

Review of Value Creation 2020

The company recorded JPY35.3bn in revenue in FY03/20, far short of the JPY44.5bn target, reflecting the breakout of US–China trade friction in FY03/19. In the company's focus regions outside Japan and China, orders for special-order products grew in Vietnam and Indonesia. The company established a local subsidiary in the US, but US–China trade friction hampered the pace of expansion there. In Europe, the company made use of both direct sales and distributors, but revenue was down in line with a downturn in the economy. Operating profit came in at JPY836mn, falling far short of the target of JPY2.8bn. This result was due in large part to a decline in revenue amid deteriorating market conditions, a higher cost ratio stemming from lower plant utilization, and a negative forex impact (a strong yen). The company recorded a net loss attributable to owners of the parent of JPY3.5bn in FY03/20, the first time it posted a net loss since going public. The main reason was the recording of impairment losses on a plant in Japan. The global COVID-19 outbreak in 2020 increased the likelihood of a further slowdown in performance going forward.

Consequently, the company in May 2020 announced a revised medium-term plan, Value Creation 2020 Plus, which included a revised forecast for FY03/21.

Value Creation 2020 Plus (FY03/21–FY03/22)

Like the plan it replaced, Value Creation 2020 Plus, the medium-term business plan the company announced in May 2020, set out four challenges: (1) establishing a "five-pole" sales framework (extending sales channels to Southeast Asia, and Europe and the US); (2) reinforcing sales capabilities stressing a customer-centric perspective (cultivating a sales force with abundant processing knowledge through relocation and staff development); (3) optimizing the global production framework and reinforcing R&D (production frameworks that harness the characteristics of each plant, reducing man-hours and implementing new construction methods through R&D); (4) working style reforms and HR development (empowering women in the workforce, work-life balance, global HR development).

The first challenge, (1) establishing a "five-pole" sales framework, was unchanged from Value Creation 2020. In terms of (2) reinforcing sales capabilities stressing a customer-centric perspective, the plan called for reassigning staff from manufacturing divisions with a firm understanding of design drawings who can propose processing methods to the sales force, to capture more orders for special-order products. It also called the company to enhance staff training, such as holding mold and die study sessions and manufacturing training for sales staff as well. Improvements to the ordering system focused on facilitating the more seamless ordering of standard products. Another thrust was a satellite office concept to reinforce the company's sales approach of being in close contact with local communities.

In terms of (3) optimizing the global production framework, in Japan, the company sought to implement production frameworks that take advantage of the characteristics of each plant, improve manufacturing methods and streamline costs, exchange technology with customers, and develop new businesses. The focus in China was on stepping up sales of non-automotive products, establishing new production lines with faster turnaround, and expanding sales of strategic products. From its base in Malaysia, the company sought to boost orders in the Southeast Asian region, collaborate with the development divisions in Japan and China, and expand sales of special-order products. In Vietnam, the company aimed to stabilize production of standard products, boost production efficiency and lower costs, and achieve profitability at an early stage.

Targets for the final year of the plan (FY03/22) were revenue of JPY36.1bn (JPY35.3bn in FY03/20), operating profit of JPY1.8bn (JPY836mn), net income attributable to owners of the parent of JPY1.1bn (net loss of JPY3.5bn), and ROE of 9.0%. By region, the company targeted revenue of JPY15.4bn in Japan (JPY14.6bn), JPY17.1bn in China (JPY16.8bn), JPY1.6bn in Southeast Asia (JPY1.5bn), and JPY2.0bn in Europe, the US, and other regions (JPY2.4bn). By industry, the company targeted revenue of JPY15.6bn (JPY15.4bn) from the automotive sector, JPY6.5bn (JPY6.1bn) from electronic devices and semiconductors, JPY4.3bn (JPY4.3bn) from consumer electronics and precision equipment, and JPY9.7bn (JPY9.6bn) from other sectors.

Review of Value Creation 2020 Plus

As the manufacturing sector bounced back from the pandemic in FY03/22, revenue was JPY39.4bn, exceeding the target of JPY36.1bn. Thanks primarily to revenue that exceeded expectations, operating profit came in at JPY3.0bn, also exceeding the target of JPY1.8bn and reaching its highest level since the company went public.

As for measures outlined in the plan, the "five-pole" sales network saw higher revenue in China, Southeast Asia, Europe, the US, and other regions, buoyed by post-pandemic recovery. The company continued to struggle in Japan but was on the road to recovery. In reinforcing sales capabilities stressing a customer-centric perspective, the company transferred staff from manufacturing to sales, but still struggled to gain access to customers, many of which turned down requests for sales calls due

to lingering COVID-19 concerns. The company expanded revenue in healthcare and mask-related mold and die component areas. In terms of optimizing the global production framework and reinforcing R&D, the company stabilized production by transferring production of finished products to its Vietnam plant. R&D projects progressed smoothly. In terms of working style reforms and HR development, the company promoted working remotely as one avenue to more diverse working styles, and also took steps to empower women in the workforce and improve employee engagement.

Business

Business description

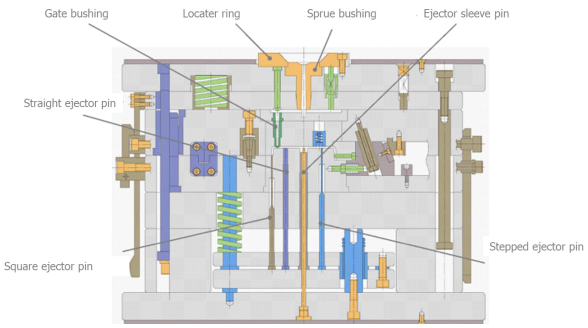
The company mainly engages in the manufacture and sale of plastic mold and press die components.

Molds and dies are used to mass-produce metal or plastic industrial products of the same shape by means of, for example, press forming and other deformation processing or injection molding, in which materials are melted and formed in a mold.

The company derives about a third of its revenue from plastic mold components, slightly over half from press die components, and the remainder from factory automation products. It manufactures both standard and special-order products, with the latter accounting for about 60% of total revenue. The company has a rich lineup of standard products offering the high versatility and quality required for various molds, mainly plastic molds and metal press dies, which it sells via catalog. Standard product orders are made mostly through catalogs and websites. Special-order products target customers needing products with shapes and sizes that deviate from the catalog specifications. Sales staff personally visit customers to take orders, allowing the company to carefully tailor special-order products to customer demands.

Plastic mold components

Plastic molds are used to make numerous plastic products, such as mobile phone and digital camera casings. Molten plastic resin is injected into a mold mounted in an injection molding machine and then allowed to cool and harden. The company's product lineup includes the mold attachment components below.



Source: Company data

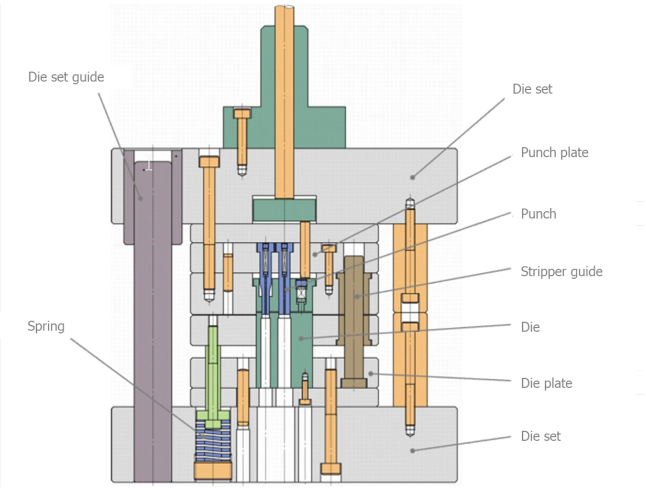
Mainstay standard plastic mold component products are as follows.

Sprue bushings	Components for pouring molten plastic from the injection nozzle of an injection molding machine into the mold
Gate bushings	Components through which plastic flows from the sprue bushing into the product part of the mold. After molding, when the mold is opened, the product part is separated from this component.
Ejector pins	Components that separate and eject molded products from the mold

There are straight, stepped, and square ejector pins. Other components include ejector sleeves, center pins, straight and stepped core pins, ejector pins and core pins for die casting molds, components related to date stamps and stoppers for cavity inserts, angular pins and locking blocks, slide cores and guard rails, runner and gate components, die opening controllers, cooling and heating items, coil springs, and screws and other hardware.

Press die components

With a press die, materials (steel plates) are placed between upper and lower dies attached to a press machine, and the press machine applies pressure to them. The company's press die components attach to such dies.



Source: Company data

Mainstay standard press die component products are as follows.

Die set guides	Components used to maintain proper alignment between upper and lower dies
Punches	Tools pressed against a material, usually paired with a die, to impress a shape
Stripper guides	Components used to align the punch-die with the die set guide and maintain proper clearance

Punches include simple punches, jector punches, small diameter punches, two-step punches, thick plate punches, dowel hole punches, tapped punches, punches with key grooves, flange stoppers, shank cuts, straight punches, mini punches, and punch blanks. Other components include block and pilot punches, button and block dies, punch guide bushings, punches and dies for molding processing, irregularly shaped punches and dies, retainers, precision and carbide punches, screws and other hardware, guide lifter components, misfeed sensor components, coil springs, guide post components, hook components for die storage, components for automotive dies, and transfer die components.

Special-order products

Unlike standard products, special-order products are made to customer requirements. The company is focusing on this product group, which accounts for about 60% of revenue from mold and die components. It makes special-order products to customer specifications drawing on its cutting, grinding, and other precision processing technology. The company can customize any of its wide range of standard products, but the bulk of orders are for ejector pins and core pins in terms of plastic mold components, and punches and dies in terms of press die components.

Since molds and dies are made for different end products, they all have unique shapes and sizes. Many are unable to be completed using standard products alone (in many cases their shapes, size, dimensions, materials, and other specifications are unsuited to standard products). If a customer wants to customize a standard product but the required processing is technically out of reach or manufacturing costs cut into its profitability, it will special-order the product from the company. The company has built a comprehensive service framework spanning material procurement, heat treatment, processing, surface treatment, inspection, and measurement.

The company handles a wide range of materials, including plastic mold steel, cold and hot mold steel, carbon steel, alloy or carbon tool steel, stainless steel, cemented carbide, chromium molybdenum steel, copper alloy, spring steel, high carbon chromium bearing steel, high-density polymer alloy, and aluminum alloy. It can also offer various secondary processing such as surface treatment and heat treatment to meet functional needs like high strength, wear resistance, and sliding performance. The company also accepts computer-aided design (CAD) data-based orders. Average lead times for manufacturing are 8–10 days. Each month, the company carries over a certain amount of order backlog into the following month but says the gap between monthly orders and revenue is small.

- Unlike products mass-produced on a line, special-order products require technicians to perform minute processing in increments of 0.01mm or 0.001mm according to design drawings obtained from customers. As a result, filling orders from a large number of customers requires a large corps of technicians operating a large pool of machine tools and measuring and inspection equipment.

Customers submit a design drawing along with their order, based on which the company generates a spot quote, informing the customer about delivery date and price. Order quantity can be as small as a single unit. Typical special-order items are as follows.

Range of special-order product customization (plastic mold ejector pin)

Hardness	59–61 Rockwell hardness
Diameter	0.2mm–12mm. Tolerance: 0.002mm
Length	Maximum: 350mm. Tolerance: 0.005mm
Roundness	0.0015mm
Surface treatment	Hard chrome plating, titanium nitride, titanium carbon nitride
Materials	Molybdenum high-speed tool steel, martensitic stainless steel, die steel, die steel + nitridization
Processing	Tip boss processing, tip shape processing, large outer radius processing, outer and inner radius processing, double slope processing, undercut processing, double taper processing, diameter cut processing, rib processing, gas venting + concave engraving, slope processing + convex engraving

Source: Shared Research based on product catalog on company website.

- The company's policy is not to expand the lineup of standard products but rather to extend the range of processing, enhance quality, and boost competitiveness in terms of prices and delivery times for its special-order products. The company also says that an upcoming upgrade to its online site will enable online orders for special-order products.

- The company carefully tailors special-order products to customer demands. Sales staff personally visit customers to take orders. Meeting special-order requests fosters trust, which often feeds into orders for standard products as well. Conversely, the company is attuned to the needs of customers who have started using its standard products for different sizes and surface treatments, which sometimes generates orders for special-order products.

Sales and manufacturing

The company pursues a business approach that integrates its manufacturing division, backed by fully equipped production capabilities, with its customer-centric sales division, enabling it to handle a wide range of products, from standard products to products tailored to customer specifications.

Sales

The company has 10 sales offices in Japan and 40 offices overseas, from which its own sales staff personally visit customers to take orders. In Japan, the company has branches in Miyagi, Iwate, Tochigi, Saitama, Kanagawa, Nagano, Aichi, Osaka, Hiroshima, and Fukuoka prefectures. Overseas, its Chinese subsidiary Punch Industry (Dalian) operates 34 sales offices in Shanghai, Beijing, and Guangzhou. In Southeast Asia, the company conducts sales through local subsidiaries in India, Malaysia, Singapore, and Vietnam, through joint ventures in Indonesia, and through distributors in Thailand, South Korea, Taiwan, Australia, Turkey, and the Philippines. Elsewhere, sales are the purview of a sales subsidiary in the US and distributors in Germany.

For special-order products, sales staff personally visit customers to take orders. They listen carefully to customers' technical issues and formulate proposals to meet their needs. Because they have to formulate such proposals, which include the most appropriate product, customization (i.e., size, length, hardness, surface treatment, materials used, processing method), and total cost, the company's sales staff also receive hands-on training at the plant before taking on their sales assignment. Training makes use of the Punch Academy in-house training facility (see below). In many cases, after the company delivers a product to a customer, it makes repeated follow-up visits to deliver supplies.

- If a problem occurs, the company works with the customer to identify a solution, determining whether the problem is with the product or the customer's processing, or whether the product needs to be customized. In recent years, the company has expanded opportunities for its manufacturing technicians to accompany sales staff on calls to explore customer needs more deeply. This hands-on sales approach helps earn customer trust, which feeds into new orders for special-order products when customers approach the company with new product needs or want to improve the functionality of existing products.

Online sales

The company operated an online sales site, called Punch-Net, which allowed users to browse products in a web catalog, get estimates, and order products. In January 2023, the company relaunched the site as PunchCoco, with expanded functionality.

The new site gives users access to convenient functions such as product search and shopping cart functions, personalized menus, and chatbot support. Just over 70% of standard product sales come in through the site.

- As the company's lineup includes a large number of products and variations, the number of catalogs and page count per catalog has kept growing, often making the search for new products time-consuming for customers. Also, the former online site lacked sufficient search functionality. The relaunch in 2023 vastly improved customer convenience, allowing customers to easily search for and compare products. The company says it expects higher traffic from new customers who would previously have dropped out at the search stage due to a lack of product knowledge. Future upgrades to the online site will include inventory and special-order functions, as well as Chinese language support.

- In April 2024, the company expanded the features of PunchCoCo, allowing users to search for about 28,000 items of press die components. With the existing 3,500 items of plastic mold components, users can now browse roughly 31,000 catalog items on PunchCoco, making the website more convenient.

Manufacturing

The company has built a production framework that integrates all processes by making full use of the precision processing technical expertise it has cultivated since its founding as well as its 2,000 machine tools and nearly 1,000 pieces of measuring and inspection equipment. The company is marked by having a large corps of technicians with years of technical expertise in areas such as heat treatment, surface treatment, and grinding for steel and cemented carbide materials.

In manufacturing special-order products according to customer design drawings—a strategic focus for the company—technicians have to perform minute processing in increments of 0.01mm or 0.001mm. This requires a large corps of technicians operating a large pool of machine tools and measuring and inspection equipment. Technicians are divided according to process. Often more than 10 people will be involved in a single product. Because they are in charge of processing using specific machinery and equipment over a long period of time, each technician acquires highly specialized processing skills. This specialization is the backbone of the company's precision manufacturing (the flip side is that it takes time to train up technicians).

Approximately 70% of the company's workforce (about 2,800 people) belongs to the manufacturing division. The volume of products manufactured per person per day can be in the thousands range for mass-produced standard products, but varies for special-order products depending on the product. Because the company inspects products in-house for manufacturing defects, it says its rate of failures resulting in complaints is less than 1%.

- The most difficult aspect of manufacturing is determining which process will create the special-order product that best meets the customer's request based on the design drawing received. However, the company says other companies cannot emulate the expertise it has built up in this area.

As of end-March 2024, the company's pool of machinery and equipment included 640 cutting machines, 1,100 grinding machines, 200 electric discharge machines, 80 pieces of heat treatment equipment, 10 pieces of surface treatment equipment, and 910 inspection and measuring devices.

The company manufactures globally through a network of three bases in Japan and eight overseas. Plants in Japan are the Kitakami plant in Iwate Prefecture, the Miyako plant in Iwate Prefecture, and the Hyogo plant in Hyogo Prefecture. Overseas, the company has manufacturing plants in six locations in China (including Dalian, Wafangdian, Wuxi, and Dongguan) and also in Malaysia and Vietnam.

The company has built a manufacturing framework that encompasses roughly 300 partner plants (outsourced products generate about half of total revenue). To sell a product as its own requires the company to identify partner plants that can guarantee certain level of quality. Cultivating a new partner plant takes time, and the company says it can only bring a few companies on board each year.

HR development: The company established Punch Academy in April 2017 on the grounds of the Kitakami plant. The staff training facility is equipped with facilities for the hands-on training of new hires, ongoing training based on job position, training to instill new skills, and staff development and technical training for sales representatives. The company brings in as lecturers veteran technicians who are at the age of stepping back from the front lines. As instructors, these veterans develop the younger generation of workers, passing on the manufacturing skills cultivated over many years that are the company's chief strength.
Working style reforms: The company's medium-term business plan calls for the empowerment of women, a better work-life balance, and the development of global talent. Specific measures include diversity training; new and stronger support measures to balance work with childcare and long-term care; Punch Family Salon, an online gathering for both male and female employees who are on maternity or childcare leave; and encouraging male employees to take childcare leave. The company has also launched a personal job planning system. As part of giving back to the community and developing personnel who will take responsibility for the future of the regions in which it operates, the company also gives guidance for certification programs at local high schools.

Revenue by customer, industry, and region

The company serves customers across a broad range of industries, including the automotive and home appliance sectors. The customer base includes 15,000 companies (6,000 in Japan, 8,000 in China, and 1,000 elsewhere). The company estimates that about 12,000 of these are makers of products other than molds and dies—in other words, mold and die users—with the other 3,000 specializing in mold and die manufacturing. Even the top revenue-generating customers account for only 1%–2% of total revenue at most. The company says it has no large customers of note.

Revenue by industry

By industry	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25
(JPYmn)	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.
Revenue	**36,756**	**36,649**	**41,025**	**40,936**	**35,349**	**32,462**	**39,359**	**42,800**	**38,344**	**40,822**
YoY	6.9%	-0.3%	11.9%	-0.2%	-13.6%	-8.2%	21.2%	8.7%	-10.4%	6.5%
Automotive	17,060	16,780	18,370	17,877	15,370	13,682	16,442	18,082	16,537	17,194
YoY	9.8%	-1.6%	9.5%	-2.7%	-14.0%	-11.0%	20.2%	10.0%	-8.5%	4.0%
% of revenue	46.4%	45.8%	44.8%	43.7%	43.5%	42.1%	41.8%	42.2%	43.1%	42.1%
Electronic devices & semiconductors	6,550	7,000	7,880	7,558	6,113	6,315	8,043	7,866	6,930	6,990
YoY	0.2%	6.9%	12.6%	-4.1%	-19.1%	3.3%	27.4%	-2.2%	-11.9%	0.9%
% of revenue	17.8%	19.1%	19.2%	18.5%	17.3%	19.5%	20.4%	18.4%	18.1%	17.1%
Consumer electronics & precision equipment	4,800	4,480	4,780	4,837	4,298	3,888	4,192	4,312	3,647	3,836
YoY	6.4%	-6.7%	6.7%	1.2%	-11.1%	-9.5%	7.8%	2.9%	-15.4%	5.2%
% of revenue	13.1%	12.2%	11.7%	11.8%	12.2%	12.0%	10.7%	10.1%	9.5%	9.4%
Other	8,300	8,400	9,940	10,662	9,566	8,574	10,679	12,538	11,229	12,800
YoY	6.4%	1.2%	18.3%	7.3%	-10.3%	-10.4%	24.6%	17.4%	-10.4%	14.0%
% of revenue	22.6%	22.9%	24.2%	26.0%	27.1%	26.4%	27.1%	29.3%	29.3%	31.4%
(FA revenue)							2,741	2,483	2,647	3,058
YoY							-	-9.4%	6.6%	15.5%
% of revenue							7.0%	5.8%	6.9%	7.5%

Source: Shared Research based on company data
Note: End user basis.

Revenue generated by the automotive sector, which accounts for the largest percentage of total revenue, climbed from JPY9.2bn in FY03/12 to JPY18.4bn in FY03/18, but has since fluctuated. Revenue from the electronic devices and semiconductors sector has been JPY6.0–8.0bn. Revenue from the consumer electronics and precision equipment sector increased from JPY3.5bn in FY03/12 to JPY4.8bn in FY03/19, but has since trended down. Revenue from other sectors (including industrial machinery, telecommunications, healthcare, food, and trading companies) has been on a long-term uptrend since FY03/12, when it stood at JPY5.6bn.

- The company reports that profit margins by customer industry are somewhat low for the automotive sector, slightly higher for electronic devices and semiconductors, and remain stable at a certain level for consumer electronics and precision equipment and other sectors. The tendency toward lower margins in the automotive sector reflects the common practice among automakers to pressure suppliers to keep costs down. However, the company says the selling prices for its automotive products are already relatively low, so it is not under as much pressure to cut prices as the manufacturers of the molds and dies themselves, and that its margins tend to stay relatively flat. With regard to automobile electrification, the company notes that demand is waning for engine products, which are mostly forged parts, but since its lineup includes few products for forged parts, it foresees no major impact from this.

- Many consumer electronics and precision equipment products require strict precision. This is an area where the company can leverage its strengths in high-precision components and enjoy relatively high margins. In the semiconductor area,

- the company mostly supplies stamped ejector pins to makers of post-process bonding equipment and has a virtual monopoly in this market. As with consumer electronics and precision equipment, customers make numerous demands, and the different specifications required by each customer means more special-order products. Special-order volume is thus growing along with expansion in the market.

- The healthcare and beverage areas are another focus for the company, and revenue here is gradually increasing. The company recently saw a spike in demand for test tube molds used in COVID-19 PCR testing. Demand in the beverage sector is growing for replacement components for preform plastic bottle molds.

Revenue by region

By region	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25
(JPYmn)	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.
Revenue	**36,756**	**36,649**	**41,025**	**40,936**	**35,349**	**32,462**	**39,359**	**42,800**	**38,344**	**40,822**
YoY	6.9%	-0.3%	11.9%	-0.2%	-13.6%	-8.2%	21.2%	8.7%	-10.4%	6.5%
Japan	15,637	15,904	17,154	16,777	14,566	12,338	14,020	14,104	12,438	11,613
YoY	2.8%	1.7%	7.9%	-2.2%	-13.2%	-15.3%	13.6%	0.6%	-11.8%	-6.6%
% of revenue	42.5%	43.4%	41.8%	41.0%	41.2%	38.0%	35.6%	33.0%	32.4%	28.4%
China	17,807	17,428	20,103	19,899	16,837	16,889	20,956	23,451	20,443	23,383
YoY	9.9%	-2.1%	15.3%	-1.0%	-15.4%	0.3%	24.1%	11.9%	-12.8%	14.4%
% of revenue	48.4%	47.6%	49.0%	48.6%	47.6%	52.0%	53.2%	54.8%	53.3%	57.3%
Other	3,312	3,317	3,769	4,259	3,946	3,235	4,382	5,244	5,462	5,824
YoY	11.4%	0.2%	13.6%	13.0%	-7.3%	-18.0%	35.5%	19.7%	4.2%	6.6%
% of revenue	9.0%	9.1%	9.2%	10.4%	11.2%	10.0%	11.1%	12.3%	14.2%	14.3%
Southeast Asia					1,535	1,376	1,740	1,966	1,901	1,951
YoY					-	-10.4%	26.5%	13.0%	-3.3%	2.6%
% of revenue					4.3%	4.2%	4.4%	4.6%	5.0%	4.8%
Europe, the US, and other regions					2,410	1,858	2,641	3,277	3,561	3,873
YoY					-	-22.9%	42.1%	24.1%	8.7%	8.8%
% of revenue					6.8%	5.7%	6.7%	7.7%	9.3%	9.5%

Source: Shared Research based on company data

By region, revenue from China has been on a long-term up trend since FY03/12, when it stood at JPY9.2bn, due in large part to the high growth rate of the Chinese mold and die market and expansion of the company's manufacturing and sales network there. Revenue from Japan increased from JPY13.4bn in FY03/12 to JPY17.2bn in FY03/18, but has since trended down. This reflects factors such as the offshore shift of manufacturing bases and contraction in the number of mold and die manufacturers in Japan. Revenue from Southeast Asia is on the increase. In order of scale, the company generates the largest share of its revenue in Vietnam, followed by Singapore, Thailand, Indonesia, Malaysia, India, and the Philippines. In Europe, the US, and other regions, Europe accounts for about two-thirds of revenue with the remainder coming from the US and other regions.

- In China, which generates more than half of total revenue, sales activities were liberalized around 2000 in line with rapid growth of the economy and China's accession to the WTO. Since then, the company has increased its sales and manufacturing network in that country and, as in Japan, has adopted an integrated production and sales approach and established a framework to sell directly to manufacturers. This positioned the company to expand revenue in line with China's economic growth.

- The company says there is room for improvement in the frequency of its contact with customers, citing the lack of manpower at its sales offices, and says there are many potential customers in each region that it has yet not been able to reach.

Suppliers

Steel and cemented carbide are the chief raw materials for the company, which it mostly procures from specific specialized trading companies, steel manufacturers, and steel companies. The company uses a network of about 300 partner plants in Japan for its manufacturing.

New business areas and services

Factory automation business

The special-order factory automation components the company currently sells include jig bushings, shafts and shaft holders, locator devices, guide and spring-related components, screws, nut-related components, and other special-order components for various equipment.

The company entered the factory automation component business after building its Chiba plant in 1996. It later withdrew from the standard product aspect of this business in Japan in 2011 after struggling with fierce price competition. Since then, the company has sold special-order precision components and precision jigs and tools, and assembled precision components for factory automation equipment. Revenue from the factory automation business was JPY3.1bn in FY03/25, mainly from ASCe and precision components and precision jigs and tools. The company has expanded its sales channels by making sales proposals for precision parts for factory automation equipment and precision jigs and tools to customers in its main businesses.

In October 2022, the company acquired a 100% stake in manufacturer ASCe, which has strengths in the in-house development of factory automation equipment for sectors including food processing, automotive components, electronic devices, and healthcare, and made the company a subsidiary. The cost of the acquisition was JPY550mn, and the deal generated goodwill of JPY491mn (provisional). ASCe's revenue is still in the JPY'000mn range. ASCe designs and manufactures factory automation equipment, production equipment, and various jigs that realize labor saving and automation. To meet demand from a broad range of customers in the above-mentioned industries, the company only carries out special-order design, assembly, adjustment, and software debugging in-house. This means the benefit of shorter delivery times for customers.

ASCe's production track record includes needle-less liquid seasoning injectors, inspection devices, press-fitting machines, leak testers, laser markers, robot handling devices, stamp inspection machines, washing conveyor belts, product sorting conveyor belts, and sponge slicers. ASCe's (patented) needle-less seasoning injector is a device like a squirt gun that sprays and injects seasoning liquid at high pressure into foods such as meat and fish, reducing the time it takes to marinate. Also, since there are no needles to pierce the food, there is no risk of contamination, and it takes less time to clean the equipment.

Armed with the capability to develop and manufacture factory automation-related equipment stemming from the consolidation of ASCe, Punch Industry has launched a project to promote this business and is working to plan and implement sales strategies and upgrade and cultivate new factory automation partner plants. The Punch group will leverage ASCe's advanced design and technical capabilities for factory automation equipment. ASCe will benefit from access to the company's sales network serving 15,000 companies worldwide and its network of partner plants and other procurement resources. Both the company and ASCe will benefit from technology exchanges. The company also says it will pursue automation and labor-saving initiatives in its own plants.

Under its long-term vision Vision60, Punch Group aims to further expand its factory automation business, a growth area. Growth drivers for the factory automation business include: (1) sales expansion through proactive M&A; (2) expansion of target sectors beyond factories; (3) continued sales efforts; and (4) market growth driven by demand for automation and labor-saving solutions.

P-Bas bonding technology

The company announced in November 2022 that it had trademarked P-Bas, a metal uniting technology. Short for "Punch bonding and sintering," P-Bas involves both bonding and sintering technologies for uniting objects by using special equipment to press and heat multiple components and materials that have been processed separately. The company is currently using its bonding technology to manufacture mold components and using its sintering technology in new material development.

The bonding technology makes possible the manufacture of components that are difficult to machine—such as components made using metal 3D printers that contain complex-shaped cooling circuits—by manufacturing and machining the components separately before joining them. P-Bas offers several advantages over metal 3D printer manufacturing, such as fewer manufacturing man-hours, lower materials costs, more choices of materials, and higher product strength. The company is aiming to steal a share of the market for components currently made with metal 3D printers, stressing its ability to boost productivity and reduce costs for customers.

- Example: Create ideal cooling circuits by joining multiple, separately processed components

The company's sintering technology is a bonding process to sinter materials and make them denser using mechanical pressure and heating. The material used in this process is key. Specialty steel manufacturers mainly produce the materials frequently used in mold and die components. Because these manufacturers mass-produce material in large furnaces and design alloys with mass production in mind, they may not necessarily be capable of offering the optimal material for customer applications. In particular, compared to press dies, the combination of characteristics of the materials used in plastic molds varies widely depending on the product being molded, such as in terms of wear resistance, high thermal conductivity,

polishing and non-magnetic properties, rust resistance, and amenability to surface treatment. To develop new materials that can meet these challenges, the company entered into a joint research agreement with the Hakodate Regional Industrial Promotion Foundation, which manages the Hokkaido Industrial Technology Center, to explore the development of high-performance powder alloys for plastic molds.

- Example: Produce alloys that encompass properties not covered by existing materials, including wear resistance, high thermal conductivity, non-magnetic property, corrosion resistance, and amenability to surface treatment. (The sintering technology can also be applied to aerospace-related fields.)

Participation in lunar exploration program, Project YAOKI

In May 2023, Punch Industry signed a technology partnership agreement with Dymon Co., Ltd., a robot and space technology development startup, and decided to participate in Dymon's lunar exploration program, Project YAOKI. The company will provide its 3D scanner measurement service to Dymon's lunar rover, and utilize its technological prowess accumulated through manufacturing mold and die components and factory automation components/equipment. It will leverage its mold and die component processing and P-Bas metal uniting technologies to develop new materials. In doing so, together with Dymon, the company will contribute to leading Project YAOKI to success, and to the aerospace industry as a whole. Through the partnership, the company intends to further enhance customer service in the ordering process, promote P-Bas as part of its initiative to strengthen R&D, and bolster business in the aerospace sector.

Project YAOKI is a project for exploring the moon, to secure resources and establish a human activity base, such as building human habitats, by sending the lunar rover YAOKI developed by Dymon to the moon, where it will drive on the moon surface to acquire close-up images of the lunar surface.

In April 2024, the company announced the success of Project YAOKI 1 (PY-1), a lunar exploration program, in integrating Intuitive Machines' Nova-C lunar lander with YAOKI lunar rover on a trial basis. In February 2025, the YAOKI lunar rover was loaded onto the lunar lander and the first launch was successfully completed. In March 2025, YAOKI reached the lunar surface and successfully captured images. YAOKI became the first lunar rover developed by a Japanese private company to reach and operate on the Moon.

Joint research agreement with JAXA

In August 2023, the company announced that it had entered into a joint research agreement with the Japan Aerospace Exploration Agency (JAXA). Under the agreement, the two parties will investigate the manufacturing technology that uses the company's proprietary bonding technology, P-Bas®, for applications in a part of rocket engines and assess its feasibility.

The company proposed to JAXA the use of its proprietary bonding technology, P-Bas, for processing rocket engine parts with complex shapes that cannot be machined (cut) using conventional methods from technical and cost perspectives. In the joint research, the two parties will work to learn bonding conditions for heat-resistant alloys and explore ways to minimize distortion during the bonding process.

- The company does not expect these initiatives to contribute to revenue and profit in the short term. However, it believes that working on aerospace-related projects (which require ultra-fine processing and precision measurement) will help improve its technological capabilities.

3D Measurement Partners

The company started full-fledged operation of a new service in January 2022, 3D Measurement Partners, which uses 3D scanner-based measurement technology to measure shapes that defy accurate measurement with conventional techniques or that take a long time to measure. The company analyzes and processes the 3D scan data created in the measuring process, packages it with technology and certain conditions, and proposes a solution to customer issues. Customers benefit from shorter development lead times and more robust quality. Since 2016, the company had been engaging in a reverse engineering business that replicates components by converting actual objects into 3D data without design drawings. The background to the new service was the customers' need to verify quality.

Customers can use the service in the development and design stages to clarify shape changes, allowing them to verify their development strategy and put the proper technology in place, which means higher design quality and shorter development times. In the pre-production stage as well, 3D scan data analysis and processing is useful in improving and streamlining the manufacturing process and production specifications, ensuring product perfection, and raising the quality level. At the mass production stage, if there is a product defect, the service makes it possible to locate the problem and identify its cause and formulate concrete response measures.

Distribution business

In November 2022, the company entered into a distribution agreement with Trusco Nakayama (TSE Prime: 9830). As the first stage in the business on the Japan side, the company began taking online orders for 11 items in seven product categories, including Trusco Nakayama parts and brake cleaners and nitrile gloves. Down the road, on the China side, the company plans to launch sales of all Trusco Nakayama maintenance, repair, and operation products, and increase the lineup of products handled in Japan as well. The company says it plans to expand its distribution business to sell products other than mold and die components to more than 10,000 customers in Japan and China.

In February 2024, the company began taking orders for 10,790 items in 2,320 categories of Trusco Nakayama's maintenance, repair, and operations (MRO) products on its e-commerce site, PunchCoco. The newly added products are commonly used in plant processing.

- Newly added items: Tools (drilling, threading, chamfering), lathes and jigs, measuring equipment, chemical products, work gloves, work boots, safety glasses and flame-resistant face masks, masks and earplugs, helmets, tape products, tool carts, factory storage facilities, containers and pallets, transport carts, lifting equipment, pallet jacks, and others

Going forward, the company will consider adding more items to improve customer experience.

Earnings structure

Revenue

- Shipment volume is linked to how many molds and dies are used by customers across a wide range of manufacturing sectors. By industry, the automotive, electronic devices and semiconductors, and consumer electronics and precision equipment sectors together account for about 70% of revenue, which closely tracks production volume in these industries as a whole. Revenue is shipment volume multiplied by product unit price. Although unit prices vary greatly depending on the product, standard products generally range from JPY100 to several JPY'000 and special-order products range from JPY1,000 to JPY0'000. Order quantities can range from a single item to several hundred items or more. Customers renew orders when a component wears out. (The product life of a typical punch is about 300,000 shots.) The company began raising unit prices on some standard products in October 2022 (by 10%–20%) in response to climbing raw materials prices and other changes in the environment. This was the company's first price hike in a long time, but competitors tended to follow suit. In April 2025, the company again raised prices on standard products (by around 10–20%) to reflect rising costs for raw materials and labor. As in 2022, competitors tended to follow suit.

- The company says the proportion of standard to special-order products is about 40:60 in terms of revenue. It generates about 60% of revenue on products made in-house and the other 40% or so on products outsourced to partner plants.

- Among its three product groups—plastic mold components, press die components, and factory automation products—press die components account for the largest slice of revenue, albeit just slightly more than plastic mold components. The proportion of revenue from factory automation products is still in the single digits.

Cost of revenue

- In FY03/24, of the JPY9.4bn in cost of revenue on the parent income statement, product manufacturing costs were JPY4.5bn. This further breaks down into labor costs of JPY2.9bn, other expenses of JPY1.0bn, and cost of materials of JPY620mn. The company does not disclose details on its consolidated cost of revenue, but reports that about 10% is cost of materials, about 30% is personnel costs, and about 40% is costs incurred to purchase outsourced products from partner plants. The cost of materials accounts for a relatively small portion of cost of revenue; the bulk is personnel costs and product purchases from group companies and partner plants. The largest cost of materials is iron (supplied by specialist trading companies), which the company uses in its in-house production and which is linked to iron scrap prices. However, most of the company's products are small and do not use a large volume of iron. Other expenses consist of tool replacements, utilities, and depreciation.

- In terms of procurement within the group, the company's procurement department in Japan buys around JPY2.0bn of goods from overseas subsidiaries, or around 40% of total procurement. The company is increasing purchases from overseas subsidies of its procurement department in Japan to improve cost of revenue.

- On the profit front, the gross profit margin is slightly higher for special-order products and slightly lower for standard products. However, the company says that, since it receives most orders for standard products online and operating

- expenses are low, the difference in operating margins between standard and special-order products is minimal. (The company sees its lineup of standard products to be necessary in building up the customer base.)

SG&A expenses

SG&A expenses	FY03/15	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24
(JPYmn)	Parent	Parent	Parent	Parent	Parent	Parent	Parent	Parent	Parent	Parent
SG&A expenses	7,638	8,191	8,201	8,815	8,893	8,352	7,474	8,403	9,194	8,842
Salaries and allowances	2,073	2,277	2,286	2,515	2,518	2,540	2,491	2,710	2,958	2,884
Provision for bonuses	162	162	178	181	171	101	100	156	141	131
Provision for directors' bonuses	-	-	-	15	2	-	-	17	-	-
Retirement benefit expenses	107	86	131	141	127	83	87	84	80	76
Packing and transportation costs	1,072	1,087	1,061	1,123	1,066	975	903	1,099	1,105	955
Provision for doubtful accounts	-10	56	51	-86	44	3	-11	-5	29	1

Source: Shared Research based on company data

Major components of SG&A expenses are personnel costs and product packing, transportation, and other logistics costs.

- The company puts the ratio of variable costs at around 30% for in-house products and around 70% for outsourced products. Given the ratio of in-house to outsourced products at 45%–55%, this puts the marginal profit ratio at around 50%.

Profitability and financial indicators

Profit margins	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25
Gross profit margin	27.7%	27.8%	28.4%	28.0%	26.0%	28.0%	29.1%	27.2%	26.3%	26.5%
Operating profit margin	5.4%	5.4%	6.9%	6.3%	2.4%	5.0%	7.7%	5.7%	3.2%	4.1%
EBITDA margin	9.5%	9.5%	11.0%	10.7%	7.3%	8.0%	10.2%	8.4%	6.4%	7.1%
Financial ratios	**FY03/16**	**FY03/17**	**FY03/18**	**FY03/19**	**FY03/20**	**FY03/21**	**FY03/22**	**FY03/23**	**FY03/24**	**FY03/25**
ROA (based on recurring profit)	5.9%	6.6%	8.8%	8.0%	2.5%	6.7%	11.2%	8.1%	4.7%	5.2%
ROA (based on net income)	4.4%	4.8%	5.8%	3.0%	-12.3%	1.9%	7.6%	4.7%	-1.9%	2.8%
ROE	8.9%	9.8%	11.8%	6.0%	-25.5%	4.0%	14.2%	7.9%	-3.1%	0.0%
Free cash flow yield	18.98%	-3.26%	-4.91%	-2.28%	-17.34%	9.45%	-0.66%	4.49%	4.32%	-0.17%
Total asset turnover	129.1%	129.1%	132.3%	128.5%	124.6%	129.1%	147.2%	144.5%	127.6%	130.4%
Current ratio	1.34	1.25	1.27	1.27	1.29	1.47	1.71	1.94	2.01	2.15
Quick ratio	1.33	1.26	1.25	1.26	1.44	1.45	1.60	1.81	2.24	2.12
Equity ratio	51.2%	48.1%	49.7%	50.5%	45.9%	50.3%	56.7%	62.6%	63.2%	66.8%

Source: Shared Research based on company data

Market and value chain

Mold and die market overview

Production value by demand sector

(%)	Automotive	Motorcycles	Electronic devices (appliances)	Precision instruments	Industrial machinery	Office equipment	Telecommunications devices	Toys, daily necessities, miscellaneous goods	Healthcare	Other
Demand sector	63.0	1.8	4.4	6.2	3.6	1.6	2.9	4.9	3.8	7.8

Source: Shared Research based on Japan Die & Mold Industry Association's "Japanese Mold and Die Industry at a Glance (2025)."

The automotive sector (including motorcycles) is the largest mold and die demand sector in Japan, accounting for just over 60% of production value. Other sectors include electrical appliances (household and industrial appliances), toys, daily necessities, miscellaneous goods, industrial machinery, precision equipment, and telecommunications, office, and healthcare equipment.

Mold and die market size

Mold and die production value in Japan

(JPYmn)	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992
Mold and die production value	865,121	1,012,718	1,121,367	1,361,310	1,304,201	1,241,744	1,376,448	1,531,580	1,798,507	1,957,542	1,729,943
(JPYmn)	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Mold and die production value	1,542,599	1,387,429	1,517,884	1,682,028	1,828,817	1,895,446	1,637,307	1,686,419	1,570,572	1,463,165	1,557,705
(JPYmn)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Mold and die production value	1,624,023	1,712,650	1,787,459	1,701,469	1,697,984	1,159,035	1,087,388	1,162,867	1,250,599	1,257,499	1,342,439
(JPYmn)	2015	2016	2017	2018	2019	2020	2021	2022	2023 (est.)		
Mold and die production value	1,376,759	1,440,944	1,525,782	1,475,268	1,360,230	1,543,858	1,400,481	1,468,405	1,339,586		

Source: Shared Research based on industrial statistics and economic census data from the Ministry of Economy, Trade and Industry

Mold and die production value peaked at JPY2.0tn in 1991, fluctuating in line with the economy during subsequent recessions, including the bursting of the bubble economy around 1992, the recession that began around 1999, and the global financial crisis around 2008. In 2010, after this last crisis, production value had fallen to JPY1.1tn, but has since been on a recovery trend, recently fluctuating between approximately JPY1.3tn and JPY1.5tn.

Number of mold and die manufacturers

(JPYmn)	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996
Mold and die manufacturers	12,200	11,656	12,885	12,148	13,115	12,815	12,254	12,912	12,227	12,455	12,038
(JPYmn)	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Mold and die manufacturers	11,965	12,953	11,994	12,125	11,330	11,352	10,686	10,483	9,984	10,360	10,234
(JPYmn)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Mold and die manufacturers	9,741	9,680	9,221	7,588	8,344	8,048	7,820	6,535	7,292	7,074	6,883
(JPYmn)	2019	2020	2021	2022							
Mold and die manufacturers	6,696	4,327	4,357	4,357							

Source: Shared Research based on industrial statistics and economic census data from the Ministry of Economy, Trade and Industry

The number of mold and die manufacturers peaked at 13,115 in 1990, subsequently following a long-term downtrend, falling to 6,696 in 2019 and further to 4,357 in 2021 when the pandemic hit. In particular, the number of small and medium-sized businesses is shrinking. Industrial statistics and economic census data from the Ministry of Economy, Trade and Industry (METI) showed that manufacturers with 10 or fewer employees accounted for 79.1% of the total in 1986, but this had shrunk to 60.3% in 2021. The background to this contraction is as follows.

- Many small and medium-sized mold and die manufacturers operate out of tiny factories based in towns, and are vulnerable to the impact of an aging population, labor shortages, the lack of successors, and economic deterioration.
- Because there were many mold and die manufacturers, competing on the basis of price against the estimates of several other companies became the norm, rendering many transactions unprofitable. This put smaller manufacturers less able to compete on prices at a relative disadvantage.
- Japanese manufacturing customers for molds and dies have also shifted production offshore in pursuit of cheaper labor, particularly to China and elsewhere in Asia. Smaller manufacturers lagged behind in their overseas expansion.

The production value of large companies has not seen a similar decrease—according to the above METI data, production value of manufacturers with 100 or more employees stood at JPY325.6bn in 2002, rising to JPY539.5bn in 2021.

- Small and medium-sized mold and die manufacturers tend to special-order products they are unable to make in-house, while larger manufacturers are more willing to attempt to make products in-house when the market shrinks, by leveraging spare manpower. While Punch Industry has many customers among the larger manufacturers, the shrinking pool of smaller manufacturers could mean fewer special-order customers for the company. Still, overall production volume for molds and dies are projected to increase globally (especially in China), while fewer smaller customers in Japan implies higher operating efficiency, which could have a positive impact on earnings. As a result, the company says it can continue to grow.

Mold and die production value by product type

(JPYmn)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Press dies	576,174	588,447	619,299	588,478	579,971	416,934	357,865	358,677	418,756	473,316
Plastic molds	619,313	642,056	653,393	618,234	589,661	420,827	371,680	375,053	374,748	374,211
Forged dies	53,738	55,609	53,719	57,290	63,150	38,134	42,907	46,245	50,174	47,212
Die casting molds	107,483	121,271	128,588	117,965	114,527	71,960	70,962	80,947	95,078	97,872
Rubber, glass molds	49,565	51,387	52,165	48,456	48,556	38,287	34,435	40,196	41,510	38,745
Other mold components, accessories	241,738	238,399	254,173	259,353	253,893	179,825	184,881	207,565	206,879	197,127
Total	1,648,011	1,697,169	1,761,337	1,689,776	1,649,758	1,165,967	1,062,730	1,108,683	1,187,145	1,228,483
(%)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Press dies	35.0%	34.7%	35.2%	34.8%	35.2%	35.8%	33.7%	32.4%	35.3%	38.5%
Plastic molds	37.6%	37.8%	37.1%	36.6%	35.7%	36.1%	35.0%	33.8%	31.6%	30.5%
Forged dies	3.3%	3.3%	3.0%	3.4%	3.8%	3.3%	4.0%	4.2%	4.2%	3.8%
Die casting molds	6.5%	7.1%	7.3%	7.0%	6.9%	6.2%	6.7%	7.3%	8.0%	8.0%
Rubber, glass molds	3.0%	3.0%	3.0%	2.9%	2.9%	3.3%	3.2%	3.6%	3.5%	3.2%
Other mold components, accessories	14.7%	14.0%	14.4%	15.3%	15.4%	15.4%	17.4%	18.7%	17.4%	16.0%
(JPYmn)	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Press dies	474,327	509,354	498,979	510,997	513,059	510,924	463,990	425,409	436,749	
Plastic molds	401,828	442,340	463,865	460,638	432,699	410,829	382,899	377,629	403,150	
Forged dies	48,765	50,748	48,009	47,179	51,012	49,266	53,955	56,489	55,952	
Die casting molds	101,268	120,809	118,793	117,401	123,174	111,907	95,195	102,978	104,472	
Rubber, glass molds	42,942	41,510	43,315	45,396	44,242	44,103	36,998	40,308	38,847	
Other mold components, accessories	208,377	232,954	241,110	275,292	277,164	255,457	200,483	228,390	238,288	
Total	1,277,507	1,397,715	1,414,071	1,456,903	1,441,350	1,382,486	1,233,520	1,231,203	1,277,458	
(%)	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Press dies	37.1%	36.4%	35.3%	35.1%	35.6%	37.0%	37.6%	34.6%	34.2%	
Plastic molds	31.5%	31.6%	32.8%	31.6%	30.0%	29.7%	31.0%	30.7%	31.6%	
Forged dies	3.8%	3.6%	3.4%	3.2%	3.5%	3.6%	4.4%	4.6%	4.4%	
Die casting molds	7.9%	8.6%	8.4%	8.1%	8.5%	8.1%	7.7%	8.4%	8.2%	
Rubber, glass molds	3.4%	3.0%	3.1%	3.1%	3.1%	3.2%	3.0%	3.3%	3.0%	
Other mold components, accessories	16.3%	16.7%	17.1%	18.9%	19.2%	18.5%	16.3%	18.6%	18.7%	

Source: Shared Research based on industrial statistics and economic census data from the Ministry of Economy, Trade and Industry.

In Japan, the production value of press dies, a mainstay product for the company, fell from JPY576.2bn in 2004 (35.0% of total production value) to JPY436.7bn in 2022 (34.2%). The production value of plastic molds, another mainstay product for Punch Industry, decreased from JPY619.3bn (37.6%) in 2004 to JPY403.2bn (31.6%) in 2022. At least three factors are likely behind the decrease in mold and die production value: (1) the offshore transfer of manufacturing bases; (2) the global trend toward environmental protection, spurring the elimination of plastics in various products; and (3) the massive impact of economic downturns on small and medium-sized businesses.

Global mold and die market

Global mold and die output

(JPYbn)	China	US	Japan	South Korea	Germany	Other	Total
Global mold and die output	7,550.0	2,302.8	1,416.7	949.6	635.8	1,183.0	14,037.9

Source: Shared Research based on Japan Die & Mold Industry Association's "Japanese Mold and Die Industry at a Glance (2025)."
Note: Figures are for 2023.

According to the Japan Die & Mold Industry Association's 2025 report and ISTMA Statistical Book 2023, global mold and die production was estimated at roughly JPY14tn. China was the largest producer, representing roughly JPY7.6tn, followed by the US at roughly JPY2.3tn and Japan at roughly JPY1.4tn.

Scale of global mold and die market

(JPYtn)	2017	2018	2019	2020	2021	2022	2023	2024年E	2025年E	2026年E
Scale of mold and die market	11.9	12.7	12.9	12.5	13.5	14.0	14.6	15.1	15.6	16.0

Source: Shared Research based on company data
Note: Company estimates from 2024 onward.

The company expects the global mold and die market, which was valued at JPY11.9tn in 2017, to grow steadily and expand to JPY16.0tn by 2026 (at a CAGR of 3.3%). In recent years, China and Southeast Asia have seen high growth rates, whereas

growth in Japan has been flat and production value in the US and Europe moved into contraction in 2020 due to the pandemic, with recovery tending to be lackluster.

Global market share

Company data suggests that Punch Industry holds the second largest share of the global mold and die components market (valued at roughly JPY600.0bn), at around 6%. The same data shows that its market share is about 18% in Japan, ranking the company second, and about 10% in China, ranking the company first there. The company reports its share of the global market has been flat at around 6% for the past decade. The picture is different for special-order mold and die components, a strategic focus for the company. Misumi Group (TSE Prime: 9962) holds the top global market share for mold and die components, but essentially only sells standard products. Punch Industry claims top market share for special-order products in Japan and China, its chief business regions, given that no other competitors have expanded their special-order business on a similar scale. (Since there are no aggregate statistics for special-order products alone, it is impossible to accurately estimate market share.)

Industrial robotics market size in Japan (factory automation)

Industrial robotics market size in Japan

(JPYtn)	2015	2020	2025	2035	CAGR
Industrial robotics market in Japan	1.60	2.85	5.26	9.71	8.5%
Of which, manufacturing	1.00	1.26	1.58	2.73	5.3%

Source: New Energy and Industrial Technology Development Organization (NEDO)
Note: CAGR for the 15-year period from 2020 to 2035

The New Energy and Industrial Technology Development Organization (NEDO) expects the domestic industrial robotics market to grow from approximately JPY2.9tn in 2020 to JPY9.7tn by 2035. The organization projects that the manufacturing domain of the market, where the company's special-order factory automation products, its focus, are used, will be valued at about JPY2.7tn in 2035, up from JPY1.3tn in 2020.

Competitors

Main global competitor: Misumi Group (TSE Prime: 9962)

Misumi Group has three business segments: the die components business, which manufactures the same press die and plastic mold components as Punch Industry does (21.5% of revenue in FY03/25); the factory automation business, which sells components and equipment (33.8%); and the distribution (VONA) business, which sells third-party manufactured components, tools, and supplies (44.7%). It posted revenue of JPY402.0bn and operating profit of JPY46.5bn in FY03/25.
Misumi Group got its start in the die components business, later expanding into the factory automation and distribution businesses. Like Punch Industry, Misumi Group is globally active, having made inroads into countries worldwide, mainly in Asia, the US, and Europe, based on a three-pronged structure of sales offices, distribution centers, and production sites. Its network includes 22 overseas manufacturing bases, 65 sales offices, and 20 distribution hubs. Misumi Group operates under a model that stresses quality, low cost, and short delivery times (QCT) and targets a standard domestic delivery time of two days or less, with an on-time delivery rate of 99% or higher.

- Revenue from Misumi Group's die components business was JPY86.5bn in FY03/25. It boasts the top market share among global mold and die component manufacturers (at just over 10%; company estimates). Because it essentially only sells standard die components, Misumi Group competes with Punch Industry in the area of standard products but not special-order products. Misumi Group's plastic mold component lineup includes ejector pins, sprue bushings, parting lock sets, and taper pins. Its press die component lineup includes punches, button dies, guide pins, and gas springs. It lists its standardized components in catalogs, from which customers can place orders simply by selecting dimensions and specifications of components. In 2012, Misumi Group acquired US-based mold and die components manufacturers (Dayton Progress and Anchor Lamina America, the components business arm of Anchor Danly).

- Misumi Group's factory automation business generated revenue of JPY135.8bn in FY03/25. Here, it manufactures standardized components for automation machinery used in factory automation and other production systems. Its factory automation standardized mechanical components include shafts, timing pulleys, linear bushings, and flat belt conveyors. Other products in the segment include automatic stage units, actuators, optical measurement devices, and optical waveguide alignment devices.

- Revenue from the VONA (third-party product distribution) business was JPY179.7bn in FY03/25. The product offerings in this business include sensors and switches, couplings, screws, bolts, nuts, castors, connectors, cables, transformers, end mills, wrenches, milling chips, calipers, carts, work gloves, and parts cleaners. It sells a wide range of its own and third-party products related to plants and manufacturing. According to company data, Misumi Group sells the products of over 3,000 manufacturers in Japan, making it the largest domestic player. It has built online platforms rooted in each region worldwide, with sites in 12 languages serving 16 countries.

- Misumi Group generated 55.8% of revenue overseas in FY03/25. By setting up local subsidiaries, the company entered the Taiwan market in 1987, followed by the US in 1988, Singapore in 1994, Hong Kong in 1995, Thailand in 1997, South Korea in 1999, Germany in 2003, China in 2003, Malaysia in 2006, Vietnam in 2006 (through a sales office), India in 2009, and Italy in 2010.

- Misumi Group is aggressively investing in growth and actively promoting a shift to digitalization (making IT-related outlays of JPY10.1bn in FY03/24). One of the strengths of the company's online sites is the ability to search 80 sextillion (80bn x 1tn) product variations via its online catalogs. Its website notes that Misumi Group receives more than 90% of orders online. It launched a service in 2016, called meviy, that offers immediate quotations and as fast as one-day shipment by simply uploading product design data (3D-CAD data). Company data reports that the meviy platform had cumulative users of 142,000 in FY03/24. Misumi Group also offers RAPiD Design, a 3D-CAD data library software package for components used in production and automation facilities and equipment, as well as MiSUMi FRAMES, a software platform that allows users to intuitively design and order aluminum casings with simple mouse operations.

Comparison of Punch Industry and Misumi Group's die components business

		FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25	CAGR/Average
Punch Industry	Revenue	36,756	36,649	41,025	40,936	35,349	32,462	39,359	42,800	38,344	40,822	1.7%
	Operating profit	1,987	1,991	2,844	2,579	836	1,613	3,042	2,437	1,240	1,685	-0.2%
	Operating profit margin	5.4%	5.4%	6.9%	6.3%	2.4%	5.0%	7.7%	5.7%	3.2%	4.1%	5.2%
Misumi Group's die components business	Revenue	69,732	69,797	76,523	76,443	72,413	66,871	75,108	79,125	79,932	86,451	2.9%
	Operating profit	3,464	3,097	5,869	6,109	5,009	4,930	9,542	8,723	9,139	9,504	8.3%
	Operating profit margin	5.0%	4.4%	7.7%	8.0%	6.9%	7.4%	12.7%	11.0%	11.4%	11.0%	8.6%

Source: Shared Research based on company data

- The CAGR for revenue during FY03/15–FY03/25 is 1.7% for Punch Industry and 2.9% for Misumi Group, with Misumi Group showing a slightly higher growth rate than Punch Industry. Over the same period, the CAGR for operating profit was -0.2% for Punch Industry and 8.3% for Misumi Group, while average OPM was 5.2% for Punch Industry and 8.6% for Misumi Group. Since it specializes in standard products and online sales, Shared Research thinks Misumi Group's higher OPM reflects lower manufacturing and sales costs.

- Comparing the mold and die business, prices of Punch Industry's standard products are on a par with or slightly lower than that of Misumi Group, while there is no difference in terms of quality or delivery times. Misumi Group also handles about 90% of the lineup of standard products that Punch Industry handles. The companies used to compete on prices, but neither is currently engaged in fierce price competition. In terms of sales, Misumi Group specializes in standard products and in-person visits to customers are rare. Punch Industry is distinct in that its sales staff personally visit customers to take orders. There is no competition between the companies in the special-order products business. The company dominates the field here, with its ability to gauge customer needs that standard products cannot meet and offer the original products that customers demand.

- In October 2024, the company group and Misumi Group entered into a capital and business alliance agreement. The alliance aims to achieve business growth by mutually leveraging their respective strengths. Punch Industry has the ability to supply special-order products using its precision processing technology and customer-centric proposal capabilities offered by its sales representatives. Misumi Group's strengths are short delivery times and cost competitiveness for standard products and maximization of customer time value through its e-commerce platform. (See the Medium-term outlook section for details)

Other competitors in Japan include Honeston (unlisted, FY10/23 revenue of JPY2.9bn), Takano (unlisted), and Champion Corporation (unlisted, revenue of around JPY1.9bn). In the area of special-order products, larger mold- and die-related companies and small and medium-sized plants based in regional towns sometimes make the components they need in-house or take small-lot orders from customers, in which case they compete with one another. (In some cases, they produce only a single product, which makes accurate estimates of the degree of competition difficult.)

Competitors in China include Jouder Precision Industry (SZSE: 300549; FY09/24 revenue of CNY330.9mn), Beijing Shimao Machinery Electronics & Technology (unlisted), and BYTE CCM (unlisted). The company considers that there are few

large-scale competitors. Competitors in other regions include Husky Injection Molding Systems (unlisted) in Canada, Lung Kee Bermuda Holdings (HKEX: 255, FY12/24 revenue of HKD1.6bn) in Hong Kong, and HASCO Hasenclever (unlisted) in Germany.

Results of listed mold- and die-related companies

Name	Ticker	Fiscal year	Revenue	Operating profit	Operating profit margin	ROE	Equity ratio	Overview
			(JPYmn)	(JPYmn)	(%)	(%)	(%)	
Misumi Group	TSE Prime: 9962	FY03/25	401,987	46,480	11.6%	10.5%	83.2%	Manufactures factory automation and die components (standard products only); distribution of factory automation and die components. Die components generate about 20% of total revenue
		FY03/24	367,649	38,365	10.4%	8.6%	83.3%	
		FY03/23	373,151	46,615	12.5%	11.7%	82.3%	
Fuji Die	TSE Prime: 6167	FY03/25	16,595	488	2.9%	2.1%	81.0%	Manufactures and sells dies, plugs, tools, and molds using cemented carbide. Mold and die products account for about 25% of revenue
		FY03/24	16,678	809	4.9%	3.5%	79.0%	
		FY03/23	17,179	1,150	6.7%	6.5%	77.7%	
Sanko Gosei	TSE Prime: 7888	FY05/24	93,784	4,131	4.4%	9.4%	40.2%	Manufactures and sells plastic molded products and molds and dies used in automobiles, home appliances, telecommunications equipment, etc. Mold and die products account for about 20% of revenue
		FY05/23	81,113	3,484	4.3%	8.7%	38.9%	
		FY05/22	65,661	2,543	3.9%	8.4%	39.1%	
TOWA	TSE Prime: 6315	FY03/25	53,479	8,880	16.6%	13.6%	73.8%	Manufactures and sells precision molds for semiconductor manufacturing and molding equipment. Mold products account for about 20% of revenue
		FY03/24	50,471	8,661	17.2%	12.2%	66.5%	
		FY03/23	53,822	10,037	18.6%	16.7%	64.3%	
Punch Industry	TSE Standard:6165	FY03/25	40,822	1,685	4.1%	4.3%	66.7%	
		FY03/24	38,344	1,240	3.2%	-3.1%	63.1%	
		FY03/23	42,799	2,436	5.7%	7.9%	62.4%	

Source: Shared Research based on respective company data and Bloomberg data

Compared to the 9.5% average OPM of the four other mold- and die-related companies over the past three years, Punch Industry's OPM is slightly lower, at 4.4%. ROE for Punch Industry also lags that of competitors, at 3.0% compared with 9.3% for the four other peers. The disparity reflects the management optimization implemented in FY03/24, the higher weight of the other companies in higher-margin business segments outside the mold and die business, such as Misumi Group's factory automation business, and TOWA's semiconductor equipment and fine plastic mold businesses.

Other listed companies in Japan that manufacturer molds and dies and their components but generate less than 20% of total revenue in these areas are as follows.

Mitsui High-tec (TSE Prime: 6966), Press Kogyo (TSE Prime: 7246), Aichi Steel (TSE Prime: 5482), Tazmo (TSE Prime: 6266), Enomoto (TSE Prime: 6928), Nifco (TSE Prime: 7988), J-MAX (TSE Standard: 3422), Pegasus (TSE Prime: 6262), and Rhythm (TSE Prime: 7769).

Barriers to entry

Barriers to entry into the mold and die components business include the need for expensive equipment and the need to secure highly skilled processing technicians. This does not apply to small-lot production, however, which can be handled by a smaller group of technicians and less equipment and so does not make entry very difficult (thus the proliferation of small and medium-sized businesses). In this context, Punch Industry is working to enhance customer convenience for its standard products, including by developing new products that meet customer needs, enabling online ordering, and responding flexibly to delivery deadlines. The company is also actively working to pare down manufacturing costs in an effort to heighten its competitiveness. In terms of special-order products, the company's competitive edge lies in its ability to support detailed custom specifications for a large number of items and its mass-production capabilities. The company aims to further set itself apart by strengthening its comprehensive production framework backed by advanced technological capabilities and its hands-on sales approach.

Alternatives

In some cases, companies in manufacturing sectors and mold and die manufacturers have shifted to the in-house production of mold and die components. In particular, small and medium-sized mold and die manufacturers in Japan have seen long-term contraction in their work loads, and there was a growing tendency for companies to bring mold and die component production in-house to maintain utilization levels at their facilities. However, the size of molds and dies and the size of their components is fundamentally different, making in-house component production inefficient due to losses at the time of repurposing their facilities. Moreover, even if a company starts making mold and die components in-house, when production volume for its molds and dies resumes, it will often pull out of component manufacturing. Punch Industry says the full-fledged entry of new competitors is thus not expanding. Furthermore, one of the company's strengths is in the processing of round products. Despite requiring a great deal of specialized equipment, round components make up a small proportion of the entire range of mold and die components. This makes the in-house production of round products challenging, and even

if other companies seek to do so, they often buy the company's products as blanks. For these reasons, many companies do not attempt to produce components entirely in-house.

Strengths and weaknesses

Strengths

The company has established the top spot in the global special-order product market through its precision processing technology and production framework, supported by a corps of highly skilled technicians operating a large pool of machinery and equipment, and a network of sales offices from which staff personally visit customers.

Since molds and dies are made for different end products, they all have unique shapes and sizes. Many are unable to be completed using standard products alone (in many cases their shapes, size, dimensions, materials, and other specifications are unsuited to standard products). Thus, even if a customer tries to customize a standard product, if the required processing is technically out of reach or manufacturing costs cut into its profitability, it faces the need to special-order the product.

Unlike products that are mass-produced on a line, manufacturing special-order products according to customer design drawings requires minute processing in increments of 0.01mm or 0.001mm. This requires a large corps of highly skilled technicians operating a large pool of machine tools and measuring and inspection equipment. Shared Research considers Punch Industry to have no competitors of similar size with a comparable corps of technicians (about 2,800) or comparable machinery and equipment (2,000 units). The company also has 10 sales offices in Japan and 40 offices overseas, from which its global sales staff personally visit customers to identify and address their special-order product needs. They listen carefully to customers' technical issues and formulate proposals to meet their needs, including the most appropriate product, customization (i.e., size, length, hardness, surface treatment, materials used, processing method), and total cost. The company's sales staff thus have a high level of technical knowledge about molds and dies.

Furthermore, outside Japan, Punch Industry has capitalized on its group technical capabilities and capital strength as a leading mold and die components manufacturer to provide training for locally hired staff. The technical level of overseas technicians and sales staff is now on a par with personnel in Japan (the level is especially high in China). The company's main competitor, Misumi Group, specializes in the online sales of standard products, and there are no other companies of comparable scale that make in-person sales calls for special-order products. The trust Punch Industry gains through this hands-on sales approach has the further benefit of feeding into orders for its standard products. The company has established far and away the dominant position in the special-order product market. Shared Research believes this position is underpinned by the company's advanced precision processing technology supported by its large corps of technicians and large pool of machinery and equipment, as well as the global network of sales offices pursuing this hands-on sales outreach.

Through a training framework that includes the in-house training facility Punch Academy, the company can pass on skills to younger technicians, give hands-on training to sales staff on customer molds and dies and its own mold and die components, and provide ongoing education to other employees.

The company established Punch Academy as a staff training facility, equipped with facilities for the hands-on training of new hires, ongoing training based on job position, training to instill new skills, and staff development and technical training for sales representatives. Veteran employees who are at the age of stepping back from the front lines serve as instructors, training the next generation of workers. This enables the company to pass down the precision manufacturing skills that form the core of its skills base to subsequent generations. Also, in taking orders, the company's sales representatives have to put together complex proposals, listening to customers' technical issues and determining the most appropriate product to address the issues (type of product and material used), consider customization (i.e., of size, hardness, treatment, processing method), and estimate total cost. For this reason, sales staff receive hands-on training in processing using actual machinery and equipment at the plant before taking on their sales assignment, acquiring specialized knowledge on the structure of molds and dies, the role of the company's products, and the various kinds of customization available, among other things.

In addition to education for new hires, the company conducts ongoing production and quality education based on job position. Punch Academy offers more than 40 courses annually. The company also shares information on educational methods and curriculum with overseas subsidiaries and other group companies, seeking to raise the level of education group-wide. China has been a particular focus. When the company first entered the market there, it put in place a program

to bring Chinese technicians over to Japan every year, training them for one year and sending them back. This has raised the overall technical capabilities of local staff in China.

Competitor Misumi Group does not engage in the manufacture of special-order products, and its die components business accounts for only about 20% of revenue. It also focuses its education on areas such as automation equipment and new digital technologies, and Shared Research recognizes that Misumi Group does not offer the same level of specialized mold and die component education as Punch Industry does. Shared Research also understands that many of the other competitors are smaller companies, and none of them maintains a comparable educational framework. Shared Research sees the company's educational framework—which enables highly skilled technicians to pass down its distinctive mold and die component-related manufacturing technology cultivated over many years to younger technicians while also being able to retrain other employees—as a major strength for the company.

Having been first off the mark to enter the Chinese market and having subsequently expanded its manufacturing and sales network there, the company now boasts the number one share of the growing Chinese market, serving 8,000 customers.

China has achieved rapid economic growth since around 2000 and established itself as the manufacturing center of the world. In terms of global production value, China is currently the world's largest mold and die producer (generating about 40% of global mold and die output in 2019). In 1990, Punch Industry was one of the first Japanese manufacturers to go into China and establish a local subsidiary (Misumi Group entered the Chinese market in 2003). Initially, the company positioned the subsidiary as a manufacturing base, and every year brought several dozen technician trainees over to Japan to acquire advanced technical skills and hone their technical capabilities. China's joining of WTO in 2001 made it possible for companies with foreign capital to sell molds and dies there. The company took advantage of this to reinforce both its manufacturing and sales network. Customers in China tend to opt for customized products, which they use to make products with the potential to tap into new markets. Honing technical capabilities and capturing demand for special-order products from Chinese customers became the source of the company's growth in China.

As of March 2025, the company has established six manufacturing bases in China, including in Dalian, Wafangdian, Wuxi, and Dongguan, and 34 sales bases, including in Shanghai, Beijing, and Guangzhou. The company now boasts the number one (about 10%) share of the Chinese mold and die components market, serving 8,000 customers. Outside of China, in Southeast Asia, the company established local subsidiaries in India in 2010 and in Malaysia, Singapore, and Vietnam in 2013, followed by a joint venture in Indonesia in 2013 and a sales subsidiary in the US in 2016. Currently, the company generates 71.6% of revenue overseas. China accounts for 57.3% of total revenue and other regions account for 14.3%.

As companies in Japan have increasingly shifted manufacturing offshore, and under the impact of an aging population, labor shortages, the lack of successors, and economic deterioration, the number of small and medium-sized mold and die manufacturers in Japan is shrinking. Mold and die production value in Japan has been in long-term decline as a result, falling from JPY1.96tn in 1991 to JPY1.34tn in 2023. Punch Industry was out in front of other companies in shifting the focus of its growth to China. By harnessing its robust capital strength relative to other mold- and die-related manufacturers and pursuing ongoing technology transfers between Japan and China, the company has established a solid base for manufacturing, sales, and customer outreach in China, and now boasts the top share of the market there. Shared Research believes this overseas business base, centered on China, is a strength for the company.

Weaknesses

Training up skilled technicians takes a significant amount of time, and the company's tardiness in rolling out state-of-the-art machine tools, robotics, and automated machinery has slowed the growth of the business.

In the company's manufacturing, each technician is in charge of a given facet of processing for decades, and the sense of craftsmanship acquired through the continued use of specific machinery and equipment underpins the kind of processing that requires precision in fractions of millimeters. This lies behind the company's focus on passing down skills, such as through the Punch Academy. However, it takes years to train a new employee into a highly skilled technician (the company says about five years of experience.) Punch Industry hires 10–20 new employees each year. However, many of its plants are located in regional areas, and the shrinking population of young people in those areas hinders increased hiring. The company also loses a certain number of employees every year as they retire, and headcount has trended downward since FY03/18, from 4,298 to 3,575 in FY03/24. Shared Research thinks the slow pace of the company's business development stems from difficulty in recruiting new employees and the time it takes to train them, which prevents it from covering the decline in technician headcount due to retirement.

Moreover, although advances in tools and tool materials have driven advances in mechanical techniques for cutting and polishing, since the company has stressed the manual work skills of technicians, it lags behind somewhat in capitalizing on the latest machinery and equipment (especially for cutting). The company says it also plans to use robotics and automated machines in its manufacturing process. (It should be noted that in 2023, the company stated using robots for automation and labor saving and IoT devices in various processes.)

Competitor Misumi Group, which specializes in standard products that allow efficient manufacturing, had a CAGR for revenue in its die components business of 3.6% over the past decade, compared to 2.7% for the company. Shared Research believes that constraints on technician headcount and delays in the use of automation and state-of-the-art machinery are hindering the pace of the company's business development.

The company was slow to expand into online sales of standard products, thus ceding market share to early-bird competitors.

Misumi Group, which competes with Punch Industry in the area of mold and die components, is aggressively promoting a shift to digitalization (making IT-related outlays of JPY10.1bn in FY03/24). Its online sites allow users to search 80 sextillion (80bn x 1tn) product variations and generate more than 90% of its orders. It has built online platforms rooted in each region worldwide, with sites in 12 languages serving 16 countries. It also launched a service called meviy that offers immediate quotations and as fast as one-day shipment by simply uploading product design data (3D-CAD data). As of FY03/24, the meviy platform had a cumulative total of 142,000 users.

Punch Industry generates about 60% of revenue from special-order products, which entail an in-person sales process. The remaining 40% comes from standard products. Since about 70% of orders for standard products come in through the online platform, this suggests that online orders generate about 30% of total revenue. In China, which accounts for more than half of total revenue, the company's migration to an online platform has been slow, and online orders still only represent around 20% of the total there. The company only added standard essential functions like a product search and a shopping cart to its online sites in January 2023 (it should be noted that, more recently, the company has been adding features to the site). Furthermore, the upgrade of the Chinese platform is still down the road.

Revenue from the die components business of Misumi Group, which has the top share of this market, had grown to JPY79.9bn in FY03/24, nearly double that of Punch Industry. There is no difference between the two companies in terms of the quality of standard products, and Punch Industry's prices tend to be slightly lower. Shared Research thus believes that Misumi Group's success in gaining market share lies in part in its development of an online platform, supported by extensive IT outlays, which has given it a significant leg up in terms of functionality, product variation, and global access. Furthermore, down the road, the use of AI and augmented reality and automated machines may enable the selection of molds and dies and precision processing without human intervention. In such a future, Shared Research believes the expansion of online sales of standard products could have a constraining effect on the company's growth.

The company lags behind competitors in the factory automation business, which it has positioned as a growth area.

The company entered the factory automation component business after building its Chiba plant in 1996 to make standard components for factory automation applications. It later withdrew from the standard product aspect of this business in 2011 after struggling with fierce price competition in Japan, choosing instead to focus on special-order components for factory automation, an area in which it could better leverage its strengths. However, the current long-term vision projects continued growth going forward in the factory automation sector, and the company has again made this business a strategic focus. It aims to expand revenue from the factory automation business from approximately JPY3.0bn in FY03/25 to JPY20.0bn in FY03/35.

Competitor Misumi Group started out in the same plastic mold and press die components field as the company and later expanded into the factory automation business (mainly standard products), which generated revenue of JPY135.8bn in FY03/25. Misumi Group offers a wealth of standardized mechanical components for factory automation as well as locator devices and measurement equipment. It also provides 3D-CAD data library software for factory automation designers.

At present, the factory automation business represents only a fraction of Punch Industry's total revenue, but the factory automation market itself is growing, fueled by the need to address labor shortages, achieve labor saving, boost productivity, and deal with rising personnel costs. The factory automation market is poised for continued worldwide growth. Having withdrawn early on from manufacturing standard products, the company's revenue in the factory automation business has been sluggish, while its closest competitor has achieved significant growth in this area. Shared Research sees the company's lagging behind in the growing factory automation market, even as a competitor that started out in the same business has

been expanding revenue here, as a weakness. (Punch Industry is seeking to build market share in special-order factory automation products, an area that Misumi Group is not focused on.)

Financial statements

Income statement

Income statement	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25
(JPYmn)	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.
Revenue	**36,756**	**36,649**	**41,025**	**40,936**	**35,349**	**32,462**	**39,359**	**42,800**	**38,344**	**40,822**
YoY	6.9%	-0.3%	11.9%	-0.2%	-13.6%	-8.2%	21.2%	8.7%	-10.4%	6.5%
Cost of revenue	26,578	26,457	29,367	29,464	26,161	23,375	27,914	31,169	28,261	30,011
YoY	6.2%	-0.5%	11.0%	0.3%	-11.2%	-10.6%	19.4%	11.7%	-9.3%	6.2%
Cost ratio	72.3%	72.2%	71.6%	72.0%	74.0%	72.0%	70.9%	72.8%	73.7%	73.5%
Gross profit	**10,178**	**10,192**	**11,658**	**11,472**	**9,187**	**9,087**	**11,445**	**11,631**	**10,082**	**10,810**
YoY	8.7%	0.1%	14.4%	-1.6%	-19.9%	-1.1%	26.0%	1.6%	-13.3%	7.2%
Gross profit margin	27.7%	27.8%	28.4%	28.0%	26.0%	28.0%	29.1%	27.2%	26.3%	26.5%
SG&A expenses	8,191	8,201	8,815	8,893	8,352	7,474	8,403	9,194	8,842	9,124
YoY	7.3%	0.1%	7.5%	0.9%	-6.1%	-10.5%	12.4%	9.4%	-3.8%	3.2%
SG&A ratio	22.3%	22.4%	21.5%	21.7%	23.6%	23.0%	21.4%	21.5%	23.1%	22.4%
Operating profit	**1,987**	**1,991**	**2,844**	**2,579**	**836**	**1,613**	**3,042**	**2,437**	**1,240**	**1,685**
YoY	15.2%	0.2%	42.8%	-9.3%	-67.6%	93.0%	88.5%	-19.9%	-49.1%	35.9%
Operating profit margin	5.4%	5.4%	6.9%	6.3%	2.4%	5.0%	7.7%	5.7%	3.2%	4.1%
Non-operating income	124	150	136	140	121	294	130	169	297	155
Non-operating expenses	444	267	248	172	243	231	164	211	116	227
Recurring profit	**1,667**	**1,874**	**2,732**	**2,547**	**713**	**1,677**	**3,008**	**2,394**	**1,421**	**1,613**
YoY	3.1%	12.5%	45.7%	-6.8%	-72.0%	135.1%	79.4%	-20.4%	-40.6%	13.5%
Recurring profit margin	4.5%	5.1%	6.7%	6.2%	2.0%	5.2%	7.6%	5.6%	3.7%	4.0%
Extraordinary gains	7	3	6	4	5	83	6	16	97	3
Extraordinary losses	18	47	221	901	3,337	745	166	335	1,619	125
Income taxes	411	460	726	687	866	536	802	678	470	617
Implied tax rate	24.8%	25.1%	28.8%	41.6%	-33.1%	52.8%	28.2%	32.7%	-465.3%	41.4%
Net income attributable to owners of the parent	**1,249**	**1,376**	**1,789**	**960**	**-3,486**	**478**	**2,041**	**1,390**	**-577**	**868**
YoY	5.1%	10.1%	30.0%	-46.3%	-	-	327.2%	-31.9%	-	-
Net margin	3.4%	3.8%	4.4%	2.3%	-	1.5%	5.2%	3.2%	-	2.1%

Source: Shared Research based on company data

In terms of forex impact, the company generates significant revenue from its Chinese business, and if the yuan appreciates, profits from Chinese subsidiaries increase on a yen basis. However, the company says the forex impact on operating profit is not significant, as margins on products exported from China deteriorate to the same degree.

Balance sheet

Balance sheet	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25
(JPYmn)	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.
Assets										
Cash and deposits	3,236	3,280	3,771	3,580	3,390	4,092	4,816	5,213	6,031	6,495
Notes and accounts receivable	10,615	11,468	12,096	10,989	9,943	9,630	11,235	11,379	10,968	11,878
Inventories	3,721	3,787	4,426	4,664	4,229	3,965	4,791	5,041	4,320	4,764
Deferred tax assets	251	297	-	-	-	-	-	-	-	-
Other	217	409	606	407	298	429	485	485	614	447
Allowance for doubtful accounts	-164	-92	-57	-79	-68	-55	-48	-40	-33	-68
Total current assets	**17,876**	**19,150**	**20,842**	**19,559**	**17,792**	**18,061**	**21,280**	**22,078**	**21,903**	**23,518**
Buildings and structures	1,942	2,075	1,979	2,302	1,729	1,521	1,765	1,771	1,598	1,566
Machinery, equipment, and vehicles	4,457	5,320	5,624	5,891	3,835	3,254	3,607	3,893	3,869	4,228
Tools, furniture, and fixtures	361	393	531	562	509	410	433	459	440	478
Land	825	821	825	822	777	775	779	830	741	749
Construction in progress	110	54	976	385	231	61	168	161	42	35
Other	2	6	4	10	54	173	261	200	155	200
Total tangible fixed assets	**7,697**	**8,669**	**9,939**	**9,972**	**7,135**	**6,195**	**7,013**	**7,315**	**6,848**	**7,259**
Goodwill	602	482	437	342	-	-	-	467	417	368
Other	720	761	721	659	345	175	178	229	200	244
Total intangible assets	**1,322**	**1,243**	**1,158**	**1,002**	**345**	**175**	**178**	**695**	**618**	**612**
Deferred tax assets	192	196	410	391	116	111	119	202	123	130
Other	251	194	212	231	189	161	185	166	155	1,449
Investments and other assets	**443**	**390**	**621**	**622**	**305**	**272**	**304**	**368**	**278**	**1,579**
Total fixed assets	**9,462**	**10,302**	**11,718**	**11,596**	**7,784**	**6,642**	**7,494**	**8,378**	**7,745**	**9,451**
Total assets	**27,338**	**29,452**	**32,561**	**31,155**	**25,577**	**24,703**	**28,774**	**30,456**	**29,649**	**32,970**
Liabilities										
Notes and accounts payable	3,860	4,288	3,625	2,914	2,640	2,343	2,739	2,667	2,628	2,990
Electronically recorded obligations			972	1,235	1,020	955	1,078	999	919	600
Short-term debt	3,551	4,346	3,730	4,326	3,149	3,325	2,486	2,039	1,351	1,823
Income taxes payable	210	232	220	204	249	271	384	397	213	318
Other	2,385	2,381	3,593	2,382	1,954	2,291	2,897	2,698	2,192	2,618
Total current liabilities	**10,451**	**11,725**	**12,650**	**11,531**	**9,280**	**9,455**	**10,001**	**9,181**	**7,605**	**8,668**
Long-term debt	1,794	2,461	2,152	2,342	2,927	1,252	908	676	2,202	1,278
Long-term borrowings	1,794	2,461	2,152	2,342	2,927	1,252	908	676	2,202	1,278
Retirement benefit liability	859	909	966	979	1,080	1,084	1,145	1,244	825	619
Other	234	181	522	476	449	476	413	303	266	365
Total fixed liabilities	**2,887**	**3,551**	**3,736**	**3,890**	**4,549**	**2,811**	**2,466**	**2,223**	**3,293**	**2,262**
Total liabilities	**13,338**	**15,276**	**16,386**	**15,421**	**13,829**	**12,266**	**12,467**	**11,403**	**10,899**	**10,931**
Net assets										
Capital stock	2,898	2,898	2,898	2,898	2,898	2,898	2,945	3,406	3,406	4,040
Capital surplus	2,627	2,627	2,627	2,627	2,631	2,591	2,512	2,968	2,968	3,601
Retained earnings	7,062	8,156	9,655	10,167	6,539	7,017	9,058	10,102	8,961	9,360
Treasury stock	-	-83	-83	-192	-155	-150	-136	-95	-76	-53
Accumulated other comprehensive income	1,402	569	1,052	186	-210	44	1,886	2,627	3,451	5,054
Share subscription rights	-	4	18	38	33	27	26	21	14	5
Non-controlling interests	11	6	8	9	10	10	17	24	24	27
Total net assets	**13,999**	**14,176**	**16,175**	**15,734**	**11,747**	**12,436**	**16,307**	**19,053**	**18,750**	**22,038**
Working capital	10,476	10,968	11,924	11,503	10,512	10,297	12,209	12,753	11,741	13,052
Total interest-bearing debt	5,345	6,807	5,882	6,668	6,076	4,576	3,394	2,715	3,553	3,101
Net cash	-2,109	-3,527	-2,111	-3,089	-2,686	-484	1,423	2,498	2,478	3,394

Source: Shared Research based on company data

Assets

Notes and accounts receivable make up half of current assets. This reflects the fact that the company's average collection sights (payment deadlines) are somewhat long, two months in Japan and four months in China. (Many mold and die manufacturers are small and medium-sized businesses, and sights tend to be somewhat long.) Since lead times are short, the company does not keep a great deal of product inventory and manages its own credit. Therefore, it has almost no bad debt. Tangible fixed assets consist mainly of plant structures, equipment, and tools. The company holds few investment securities. When starting up operations in a new region or a new business, Punch Industry has a corporate culture of creating a company on the ground with its own capital rather than investing in a joint venture or making use of venture capital.

Liabilities

Interest-bearing debt has decreased from JPY9.0bn in FY03/13, reflecting improvement in the financial position. This is what prompted the company to set new payout ratio and dividend on equity ratio targets in January 2023.

Shareholders' equity

The company targets an equity ratio of 60%. It issued JPY1.7bn in new shares in March 2014 and JPY2.7bn in March 2015. The company also issues stock acquisition rights other than its stock option system, with the latest issue being in January 2022. (This was the fourth such issue, which raised JPY1.3bn. The rights exercise was completed in January 2023.) The company bought back JPY36mn of its own shares in November 2016 and JPY117mn in November 2018 (to ensure a flexible capital policy and for use in covering stock option compensation).

Cash flow statement

Cash flow statement	FY03/15	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24
(JPYmn)	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.
Cash flows from operating activities (1)	**1,805**	**3,187**	**1,785**	**3,394**	**3,185**	**2,490**	**2,943**	**2,941**	**2,560**	**1,276**
Pre-tax profit	1,612	1,656	1,830	2,516	1,650	-2,619	1,014	2,848	2,075	-100
Depreciation	1,316	1,433	1,407	1,597	1,730	1,675	969	972	1,130	1,166
Amortization of goodwill	97	89	76	75	78	75	-	-	25	49
Impairment losses	-	-	-	-	849	3,314	730	160	298	393
Change in retirement benefit liability	13	11	103	87	76	77	56	61	47	-317
Change in provision for bonuses	81	6	32	18	-25	-201	3	128	-22	-77
Change in provision for doubtful accounts	-25	18	25	-101	15	-16	-35	-17	12	-12
Interest and dividend income	-22	-34	-35	-46	-33	-44	-43	-53	-61	-77
Interest expenses	111	92	89	105	133	163	107	54	62	42
Foreign exchange losses (gains)	431	338	230	-195	113	47	-43	1	74	-227
Change in trade receivables	-1,143	463	-1,671	-212	440	777	434	-287	464	948
Change in inventories	-357	109	-279	-538	-444	343	277	-417	83	900
Change in trade payables	182	46	616	205	-299	-296	-251	26	-566	-315
Change in accounts payable - other, and accrued expenses	680	-441	251	365	-393	-236	281	168	-276	-293
Subsidies for employment adjustment	-	-	-	-	-	-5	-180	-21	-	-
Other	-916	-612	-932	-713	-734	-583	-297	-682	-784	-804
Cash flows from investing activities (2)	**-1,180**	**-1,159**	**-2,770**	**-2,336**	**-3,253**	**-1,789**	**-670**	**-1,100**	**-1,547**	**-680**
Net change in time deposits	21	-	-10	-71	18	39	-106	-17	147	-27
Purchase of tangible fixed assets	-1,129	-1,001	-2,519	-2,165	-3,071	-1,770	-503	-999	-1,139	-866
Proceeds from sale of property, plant and equipment	14	15	11	10	32	7	10	11	12	253
Purchase of intangible assets	-110	-126	-306	-113	-218	-83	-81	-73	-148	-47
Other	24	-47	55	4	-14	18	10	-21	-419	7
Free cash flow (1+2)	**625**	**2,028**	**-985**	**1,058**	**-68**	**702**	**2,273**	**1,842**	**1,014**	**596**
Cash flows from financing activities	**1,014**	**-1,902**	**1,200**	**-739**	**74**	**-772**	**-1,685**	**-1,601**	**-756**	**-2**
Net change in short-term borrowings	-744	-922	556	-308	586	-1,405	-338	-412	-668	-1,302
Depreciation and amortization of goodwill(A)	1,414	1,522	1,483	1,672	1,808	1,750	969	972	1,155	1,215
Capital expenditures(B)	-1,239	-1,127	-2,826	-2,279	-3,289	-1,853	-584	-1,073	-1,287	-913
Change in working capital(C)	2,160	-1,032	492	1,928	-158	-1,206	-279	2,035	465	-1,092
Simple FCF(NI+A+B-C)	**-797**	**2,676**	**-459**	**-746**	**-363**	**-2,383**	**1,142**	**-95**	**793**	**817**

Source: Shared Research based on company data

Cash flows from operating activities

With the exception of FY03/20, the company generally records stable cash flows from operating activities due to its generally stable pre-tax profit and depreciation. The company incurred sizeable asset impairment losses in FY03/20, resulting in a pre-tax loss. However, the impairment losses did not involve cash outlays, and were added back into operating cash flow.

Cash flows from investing activities

The company continues to use cash for investing activities at a level of JPY1.0bn–JPY3.0bn, for ongoing investments in plant facilities and machinery. It has not spent cash to acquire investment securities.

Cash flows from financing activities

The company continues to use cash for financing activities in line with its decrease in borrowings, as it has continued to draw down interest-bearing debt.

Historical earnings

Cumulative Q3 FY03/25 results

Summary

- Revenue: JPY30.3bn (+5.5% YoY)
- Operating profit: JPY1.2bn (+25.5% YoY)
- Recurring profit: JPY1.2bn (+2.6% YoY)
- Net income attributable to owners of the parent: JPY624mn (net loss of JPY793mn in cumulative Q3 FY03/24)

Revenue was JPY30.3bn (+5.5% YoY). Revenue declined in Japan and Southeast Asia, due to soaring raw material and resource prices, parts shortages, a further increase in procurement costs from partner plants, and high energy costs. Meanwhile, in China, there were signs of recovery following a slowdown in the automotive industry and an overall economic downturn.

- Gross profit was up 5.8% YoY to JPY8.0bn, with the gross profit margin up 0.1pp YoY to 26.4%. Although the Japanese market remained lethargic, the company posted revenue and profit growth, supported partly by a recovery trend in business sentiment in China. Material costs remained elevated and outsourcing costs continued to rise; nevertheless, GPM slightly improved thanks to operational streamlining implemented in FY03/24.

- SG&A expenses were JPY6.8bn (+3.0% YoY), with the SG&A ratio at 22.5% (-0.5pp YoY). While outsourcing fees and expenses related to sales reinforcement increased, business streamlining executed in FY03/24 helped reduce SG&A expenses, leading to the decline in the SG&A ratio. As a result, OPM rose 0.6pp YoY to 3.9%. The company reported that revenue growth and an improved cost ratio boosted operating profit by JPY416mn and JPY22mn YoY, respectively. Meanwhile, it stated higher SG&A expenses pushed down operating profit by JPY200mn YoY.

Progress versus full-year company forecast

The progress rates against the revised full-year company forecast were 74.2% for revenue, 73.3% for operating profit, 79.6% for recurring profit, and 78.0% for net income attributable to owners of the parent, indicating steady progress toward achieving the full-year target.

Business environment

The global economy showed a moderate recovery trend, although growth stalled in some areas. However, the outlook remained uncertain due to persistently high raw material and energy costs, rising prices, geopolitical issues, and concerns over policy shifts following the US presidential transition. In China, while exports of precision equipment and EVs were strong, prolonged stagnation in the real estate market and a sharp decline in direct investment into China led to sluggish demand, causing the economy to continue slowing.

Revenue by region, industry

Revenue was JPY8.6bn in Japan (-8.9% YoY), JPY17.3bn in China (+14.5% YoY), JPY1.4bn in Southeast Asia (-1.8% YoY), and JPY3.0bn in Europe, the US, and other regions (+10.0% YoY). In Japan, healthcare-related business was brisk, but the significant impact of a downturn, particularly in electronic devices and semiconductors, led to a decline in revenue. In China, revenue increased, supported partly by a recovery in the automotive sector. In Southeast Asia, good performance in India was offset by poor performance in Singapore and Vietnam, which resulted in a slight revenue decline. In the other regions, revenue grew, reflecting healthy performance in Europe and other areas and robustness in the Americas.

By industry, the automotive sector accounted for JPY12.7bn of revenue (+3.1% YoY), electronic devices and semiconductors accounted for JPY5.2bn (-0.9% YoY), consumer electronics and precision equipment accounted for JPY2.9bn (+5.7% YoY), and other sectors accounted for JPY9.4bn (+13.0% YoY). FA revenue was JPY2.3bn (+17.4% YoY), driven by strong performance at the parent in Japan, for example, in custom-made FA products. In the automotive sector, while business remained sluggish in Japan, signs of recovery in China led to revenue growth. In electronic devices and semiconductors, the smartphone-related market stagnated and revenue remained flat. In consumer electronics and precision equipment, despite continued weakness in the overall market, revenue increased on the rebound from FY03/24. In other sectors, revenue grew, as food-related and healthcare-related businesses were solid.

Others

The company recorded a foreign exchange loss of JPY50mn under non-operating expenses and recognized an impairment loss of JPY105mn under extraordinary losses.

In cumulative Q3, capex was JPY744mn (+JPY1mn YoY) and depreciation was JPY883mn (+JPY21mn YoY).

To further advance the strategies of its medium-term management plan, the company signed a capital and business alliance agreement with Misumi Group Inc. on October 7, 2024. According to the company, both groups will maximize their respective strengths under this alliance agreement: Punch Industry's advanced precision machining technology and meticulous responsiveness to customer needs, and Misumi Group's cutting-edge digital technology and global supply capabilities with short delivery times. The company says that both groups will grow and develop together by complementing and enhancing each other through mutual supply of their core products and effective utilization of their logistics infrastructure. These joint efforts will cover a wide range of metalworking fields, including automation equipment and peripheral components, mold and die components, and other standard and special-order products.

- In discussions with Misumi Group Inc., the company has established a project team and is in discussions on areas such as product supply, logistics, procurement, and overseas expansion to enhance both companies' performance. While the

- company expects significant benefits from the partnership, it stated that the extent to which these contributions will be factored into earnings remains uncertain.

In October 2024, the company received payment from Misumi Group Inc. for the issuance of new shares through a third-party allotment. As a result, share capital and capital surplus each increased by JPY634mn in cumulative Q3.

To mark the company's 50th anniversary in March 2025, it is formulating a medium- to long-term vision outlining the group's aspired position over the next decade. The company plans to announce the vision in May 2025 on its corporate website and in supplementary earnings materials.

In February 2025, in recognition of the company's commitment to promoting diversity, its Hyogo plant received the "Fresh Mimosa Certification" under the "Hyogo-Kobe Women's Empowerment Promotion Program," a certification system promoted by Hyogo Prefecture and the city of Kobe.

Under Project YAOKI 1 (PY-1), a lunar exploration project led by Dymon Co., Ltd., in which the company is participating, the YAOKI lunar rover was integrated into the lunar lander and, following its first launch, successfully landed on the Moon in March 2025.

1H FY03/25 results

Summary

- Revenue: JPY20.0bn (+4.5% YoY)
- Operating profit: JPY692mn (+32.8% YoY)
- Recurring profit: JPY606mn (-25.0% YoY)
- Net income attributable to owners of the parent: JPY212mn (net loss of JPY950mn in 1H FY03/24)

- Revenue was JPY20.0bn (+4.5% YoY). Revenue declined in Japan and Southeast Asia, due to soaring raw material and resource prices, parts shortages, a further increase in procurement costs from partner plants, and high energy costs. Meanwhile, in China, there were signs of recovery following a slowdown in the automotive industry and an overall economic downturn.

- Gross profit was up 4.6% YoY to JPY5.3bn, with the gross profit margin up 0.1pp YoY to 26.4%. The company attributed the slight increase in GPM to the positive effects of structural reforms implemented in FY03/24, despite the impact of persistently high material costs and rising outsourcing costs.

- SG&A expenses were JPY4.6bn (+1.4% YoY), producing an SG&A ratio of 22.9% (-0.7pp YoY). This slight improvement in the SG&A ratio reflected the positive effects of business streamlining, which outweighed higher outsourcing fees and other costs. Consequently, OPM rose 0.7pp YoY to 3.5%. The company reported that revenue growth and an improved cost ratio boosted operating profit by JPY228mn YoY and JPY5mn YoY, respectively. Meanwhile, it stated that higher SG&A expenses pushed down operating profit by JPY63mn YoY.

Progress versus full-year company forecast

The progress rates against the revised full-year company forecast were 49.0% for revenue, 43.3% for operating profit, 40.4% for recurring profit, and 26.5% for net income attributable to owners of the parent.

Business environment

Although the global market demonstrated relative stability, driven by the solid growth of the US economy, the global market outlook remained uncertain due to high resource and energy costs worldwide. In China, exports of precision equipment and EVs were strong. However, prolonged stagnation in the real estate market and a challenging employment environment led to sluggish domestic demand, leaving the economy in a state of uncertainty. The Japanese economy stagnated amid inflation and a weaker yen.

Revenue by region, industry

Revenue was JPY5.7bn in Japan (-11.6% YoY), JPY11.4bn in China (+15.8% YoY), JPY950mn in Southeast Asia (-2.2% YoY), and JPY1.9bn in Europe, the US, and other regions (+4.7% YoY). In Japan, while revenue from the medical market remained strong, sluggish performance in the automotive and electronic devices and semiconductors sectors continued from Q1 and

caused overall revenue to decline YoY. In China, revenue rose, partly due to a recovery in the automotive industry. In Southeast Asia, strong performance in India and Indonesia was offset by weak results in Singapore and Vietnam, resulting in a slight revenue decline. In Europe and other regions, performance was strong and in the US, results were solid, leading to increased revenue.

- The company stated that while the disruption at production sites caused by the business streamlining implemented in FY03/24 was subsiding, sales visits to customers remained insufficient. To address this, the company plans to focus on recruiting and training sales personnel.

By industry, the automotive sector accounted for JPY8.5bn of revenue (+3.8% YoY), electronic devices and semiconductors accounted for JPY3.4bn (-5.3% YoY), consumer electronics and precision equipment for JPY2.0bn (+4.7% YoY), and other sectors for JPY6.1bn (+12.0% YoY). Revenue in the factory automation business totaled JPY1.4bn (+5.1% YoY). In the automotive sector, the company reported higher revenue, as the market in China showed signs of recovery despite the continued weakness in order activity. Revenue in electronic devices and semiconductors decreased due to stagnation in the smartphone market. Revenue in the consumer electronics and precision equipment industry increased despite a sluggish overall market, due to forex rates. Revenue in other sectors grew, supported by robust performance in the food sector.

Others

The company recorded a foreign exchange loss of JPY133mn under non-operating expenses and an impairment loss of JPY103mn under extraordinary losses.

In 1H FY03/25, capital expenditures totaled JPY474mn (JPY522mn in 1H FY03/24), while depreciation expenses amounted to JPY594mn (JPY572mn in 1H FY03/24), progressing largely as planned.

At the time of its 1H FY03/25 performance announcement, The company revised its forecasts for the full-year consolidated earnings and year-end dividend. (For details, see the full-year company forecast below.)

To further advance the strategies of its medium-term management plan, the company signed a capital and business alliance agreement with Misumi Group Inc. on October 7, 2024. According to the company, both groups will maximize their respective strengths under this alliance agreement: Punch Industry's advanced precision machining technology and meticulous responsiveness to customer needs, and Misumi Group's cutting-edge digital technology and global supply capabilities with short delivery times. The company says that both groups will grow and develop together by complementing and enhancing each other through mutual supply of their core products and effective utilization of their logistics infrastructure. These joint efforts will cover a wide range of metalworking fields, including automation equipment and peripheral components, mold and die components, and other standard and special-order products.

Q1 FY03/25 results

Summary

- Revenue: JPY9.7bn (+2.3% YoY)
- Operating profit: JPY303mn (+209.2% YoY)
- Recurring profit: JPY358mn (+5.9% YoY)
- Net income attributable to owners of the parent: JPY143mn (+20.2% YoY)

- Revenue was JPY9.7bn (+2.3% YoY). Revenue declined in Japan, Southeast Asia, Europe, the US, and other regions, due to soaring raw material and resource prices, parts shortages, rising procurement costs from partner plants, and high energy costs. Meanwhile, in China, there were signs of recovery following a slowdown in the automotive industry and an overall economic downturn.

- Gross profit was up 4.8% YoY to JPY2.5bn, with the gross profit margin up 0.6pp YoY to 26.2%. The company attributed the increase to structural reforms implemented in FY03/24, despite high material prices and rising outsourcing costs.

- SG&A expenses were JPY2.2bn (-3.9% YoY). The SG&A ratio declined 1.5pp YoY to 23.1% due to structural reforms implemented in FY03/24. As a result, OPM was up 2.1pp YoY to 3.1%.

Progress versus full-year company forecast

The progress rates against the full-year company forecast were 25.1% for revenue, 14.1% for operating profit, 17.0% for recurring profit, and 11.9% for net income attributable to owners of the parent. Versus the 1H forecast, the progress rates were 51.4% for revenue, 43.3% for operating profit, 52.6% for recurring profit, and 57.2% for net income attributable to owners of the parent.

Business environment

Despite signs of recovery in capital investments, the global market outlook remains uncertain due to high resource and energy costs worldwide. The Japanese economy has stagnated amid inflation and a weaker yen.

Revenue by region, industry

Revenue was JPY2.9bn (-11.3% YoY, 24.5% of full-year forecast) in Japan. Despite strong revenue from the medical market, sluggish performance in the automotive and the electronic devices and semiconductors sectors caused overall revenue to decline YoY.

Revenue was JPY5.4bn (+13.4% YoY, 26.1% of full-year forecast) in China. The company attributed the growth to a recovery in the automotive industry.

Revenue was JPY445mn (-6.1% YoY, 20.2% of full-year forecast) in Southeast Asia. Revenue remained solid in Indonesia, but was sluggish in Singapore and Vietnam.

Revenue was JPY890mn (-2.6% YoY, 24.1% of full-year forecast) in Europe, the US, and other regions. Revenue held steady in the food and medical industries. The company continued participating in trade shows, while visiting existing and new customers to win more orders.

Revenue was JPY4.2bn (+5.3% YoY, 25.7% of full-year forecast) in the automotive sector. The company attributed the increase to a recovery in orders from the automotive industry in China.

Revenue was JPY1.6bn (-14.3% YoY; 23.4% of full-year forecast) in the electronic devices and semiconductors market. The decline was attributable to a stagnation in the smartphone market.

Revenue was JPY911mn (-2.6% YoY; 25.3% of full-year forecast) in the consumer electronics and precision equipment industry. The overall market deteriorated due to rising energy costs, causing revenue to decline YoY.

Revenue was JPY3.0bn (+10.8% YoY; 25.1% of full-year forecast) in other sectors. Only the food and medical industries held steady.

Factory automation revenue increased 14.0% YoY to JPY726mn.

Others

The company recorded JPY38mn in foreign exchange gains as non-operating income. It also booked a JPY96mn impairment loss under extraordinary losses. Capex and depreciation totaled JPY210mn (-JPY57mn YoY) and JPY293mn (+JPY19mn), respectively, both largely as expected.

At the time of its Q1 results announcement, the company unveiled a corporate vision: "Shaping a prosperous future for the next generation as a manufacturer through trust, diligent technology, and unrestrained creativity." Going forward, it will develop its next medium-term management plan starting in FY03/26 and company policies based on the vision.

Full-year FY03/24 results

Summary

- Revenue: JPY38.3bn (-10.4% YoY)
- Operating profit: JPY1.2bn (-49.1% YoY)
- Recurring profit: JPY1.4bn (-40.6% YoY)
- Net loss attributable to owners of the parent: JPY577mn (net income of JPY1.4bn in FY03/23)

- Revenue was JPY38.3bn (-10.4% YoY). Customers refrained from making purchases amid inflation, which, coupled with global inventory adjustments, resulted in a drop in demand. Accordingly, revenue declined YoY in Japan, China, and Southeast Asia. Revenue from China in particular was hit hard by a delayed recovery in the automotive market and an economic downturn. Meanwhile, earnings improved YoY in Europe, the US, and other regions as the company participated in trade shows to cultivate new customers.

- Gross profit was down 13.3% YoY to JPY10.1bn, with the gross profit margin down 0.9pp YoY to 26.3%.

- SG&A and other expenses were JPY8.8bn (-3.8% YoY). Lower plant utilization due to a revenue decline in China and Japan and rising energy costs caused operating profit to fall YoY. The company booked a JPY130mn foreign exchange gain under non-operating income. It recorded a net loss attributable to owners of the parent due to the booking of JPY1.6bn in extraordinary losses, including those associated with special retirement allowances and outplacement support for management optimization implemented in September 2023. Return on invested capital (ROIC) was 3.9% (8.1% in FY03/23), falling short of the company's target of 10% or higher.

Progress versus full-year company forecast

The achievement rates against the full-year company forecast were 100.4% for revenue, 107.8% for operating profit, and 105.3% for recurring profit. The net loss attributable to owners of the parent was JPY577mn, narrower than the previously projected JPY900mn. While revenue in the food and beverage sector in Japan exceeded expectations, overall revenue was only slightly above the forecast. Both operating profit and recurring profit exceeded the forecast due to higher-than-expected revenue in the Japan business and cost-saving effects from management optimization. Additionally, the net loss attributable to owners of the parent improved significantly compared to the forecast, due to lower-than-expected impairment losses in the Japan business and the impact of tax effects.

Business environment

While economic activities are normalizing with the end of the COVID-19 pandemic, the overall business environment surrounding Punch Industry remains uncertain due to the global surge in resource and energy costs, sharp currency fluctuations, and rising prices. Additionally, in the manufacturing sector, the supply shortage of electronic components and semiconductors has peaked, leading to a phase of demand adjustment. Furthermore, the sharp rise in raw material and resource prices has become pronounced, maintaining an uncertain outlook.

Revenue by region, industry

Revenue was JPY12.4bn in Japan (-11.8% YoY), JPY20.4bn in China (-12.8% YoY), JPY1.9bn in Southeast Asia (-3.3% YoY), and JPY3.6bn in Europe, the US, and other regions (+8.7% YoY). In Japan, revenue declined YoY due largely to lower revenue from the automotive market, despite strong revenue from the food sector. In China, revenue fell YoY due mainly to a drop in revenue from the automotive industry. In Southeast Asia, the company reported robust revenue in Vietnam, Indonesia, and the Philippines. However, revenue was sluggish in Singapore. Revenue from Europe, the US, and other regions remained strong as the company participated in trade shows to increase brand recognition and win new orders.

By industry, the automotive sector accounted for JPY16.5bn of revenue (-8.5% YoY), electronic devices and semiconductors accounted for JPY6.9bn (-11.9% YoY), consumer electronics and precision equipment accounted for JPY3.6bn (-15.4% YoY), and other sectors accounted for JPY11.2bn (-10.4% YoY). Factory automation revenue was JPY2.6bn (+6.6% YoY). For the automotive sector, orders for mold and die components for new automobiles were weak in Japan and China. In the electronic devices and semiconductors industry, revenue remained sluggish due to lower demand for smartphone-related products. The consumer electronics and precision equipment market remained weak due to rising energy costs. For other sectors, revenue from products for food and medical applications was solid, despite sluggish revenue from other areas.

Dividend payment for FY03/24 (dividend increase)

Along with the earnings release for FY03/24, the company announced that the year-end dividend per share, with a record date of March 31, 2024, is expected to be JPY9.40 in accordance with its dividend policy (most recent dividend forecast was JPY9.21). As a result, the annual dividend per share is expected to be JPY19.40 (a decrease of JPY0.10 YoY).

Others

Capex totaled JPY915mn (-JPY436mn YoY), while depreciation amounted to JPY1.2bn (+JPY35mn YoY).

In October 2023, the company adopted DHL Japan's GoGreen Plus, a transportation service that uses sustainable aviation fuel. DHL's certificate (as of April 2024) shows the company cut CO2 emissions by 7.1 tons from October to December 2023. In 2024, the company aims to reduce CO2 emissions by 30% versus previous years.

In May 2024, Punch Industry announced that Iwate Prefecture has certified the company's Kitakami and Miyako plants under the Certified Health and Productivity Management Organizations Recognition Program (FY2024).

Progress of the medium-term business plan, Value Creation 2024 Revival

Japan

In its sales system restructuring efforts, the company is developing new partner plants and streamlining operations. It is also working to catch up on improving operational efficiency at customer centers, where it expects to take further steps to boost effectiveness. In terms of reorganizing its production system, the company is transferring production functions of dissolved subsidiaries to overseas plants. It has also adopted automatic guided vehicles to automate transportation between production processes. Further, the company continues to step up R&D activities. Despite growing orders for products that use its new P-Bas® technology, the company understands it needs to increase brand recognition and expand production capacity. Additionally, it made technical contributions to the lunar exploration program, Project YAOKI 1 (PY-1).

Overseas

In China, the company focused on precision custom mold and die components for the medical and beverage sectors. A team dedicate to enhancing factory automation sales worked on selling precision parts to comprehensive machinery parts manufacturers. In Southeast Asia, the company is considering setting up a new sales company. In India, it is working to add more Japanese staff and partner with local plants. In Europe, the US, and other regions, the company participated in trade shows to increase brand recognition, thereby winning new orders. Further, it strengthened collaboration between its newly established Overseas Business Department in Japan and sales agents in different countries.

Quantitative effects of management optimization

2H FY03/24 revenue declined JPY289mn versus 1H. Orders from the automotive sector, which account for a large share of total revenue, remained weak. The company also saw temporary disruptions in sales and manufacturing due to reduced headcount. Nevertheless, 2H operating profit grew JPY220mn versus 1H. The company attributed the increase to lower personnel costs following management optimization, higher profit due to price hikes, and lower SG&A expenses on a sales decline.

Other information

History

Date	Event
March 1975	Company established as Kamba Shokai in Shinagawa-ku, Tokyo
August 1977	Company name changed to Punch Industry
August 1982	Succeeded in mass production of high-speed steel ejector pins for plastic molds
November 1983	Established Kitakami plant in Kitakami, Iwate Prefecture
December 1983	Launched nationwide sales of mold and die components
May 1989	Established group company Miyako Punch Industry in Miyako, Iwate Prefecture (now Miyako plant)
October 1990	Established Punch Industry (Dalian) in Dalian, China
October 1996	Established the Chiba plant in Iioka, Chiba Prefecture (moved to Asahi, Chiba Prefecture in December 2001)
March 2006	Acquired 100% stake in Pintec, made a wholly owned subsidiary
September 2010	Established Punch Industry India in Chennai, India
January 2011	Established Hyogo plant in Kasai, Hyogo Prefecture
August 2012	Entered into capital and business alliance with Panther Precision Tools in Malaysia
December 2012	Listed on the Second Section of the Tokyo Stock Exchange (TSE)
August 2013	Made Panther Precision Tools a wholly owned subsidiary
November 2013	Established Punch Industry Indonesia in Jakarta
March 2014	Relisted stocks on the TSE First Section
December 2015	Established Punch Industry Manufacturing Vietnam in Binh Duong
November 2016	Established Punch Industry USA in Illinois
April 2022	Relisted shares on the TSE Prime Market
October 2022	Acquired all shares in ASCe and made it a group company
October 2023	Moved shares to the TSE Standard Market
March 2024	Dissolved Pintec
August 2024	Established a new corporate vision
October 2024	Entered into a capital and business alliance with Misumi Group Inc.

Source: Shared Research based on company data

Company history

Yuji Morikubo founded the company in 1975 under the name Kamba Shokai. At the outset, the company sold high-speed steel print pins, which are mold components used in printed circuit boards, for which it outsourced manufacturing. In 1977, the company changed its name to Punch Industry and began in-house manufacturing, as it was unable to fully meet customer needs through contract manufacturing alone. Initially, the company's production facilities were located in a part of the house of Morikubo's parents, with seven or eight technicians carrying out production. At that time, the company had a strong presence among customers in the consumer electronics industry, and production volume continued to grow as this sector flourished.

A major turning point in the company's business expansion was its development of high-speed steel ejector pins for plastic molds in 1982. At the time, makers of electronic and electrical products were using SCM3 ejector pins made of chromium molybdenum steel, but these had problems with accuracy and durability, and there was demand for better quality. Morikubo poured his efforts into the development of an ejector pin using high-speed steel, which was not yet technically feasible, going through a period of trial and error, as development hit several snags. Deciding what kind of heat treatment to apply to make the high-speed steel tough enough to bend was particularly difficult. For this reason, the company enlisted the aid of a university research institute with expertise in metals and incorporated its knowledge of metals and heat treatment technology into its production. As a result, the company succeeded in standardizing and mass-producing the world's first high-speed steel ejector pin by combining outside metal knowledge and technology with its own technology and expertise gained by making high-speed steel print pins.

Compared to the 0.02mm accuracy of conventional SCM3 ejector pins, the company's high-speed steel ejector pins achieved a dimensional accuracy of 0.01mm. In addition, compared with chromium molybdenum steel, its pins had high toughness and were hard to break. Offering improved accuracy and durability, the company's high-speed steel ejector pins replaced chromium-molybdenum steel pins in markets for plastic mold components requiring high accuracy, such as plastic TV casings and mechanical computer components.

The company subsequently opened sales offices in various locations nationwide, building the Kitakami plant in 1983 and the Miyako plant in 1989. (At the time, Miyako Punch Industry started making press die components for the first time). In 1991, the company published a comprehensive catalog for its plastic mold and press die components and worked to expand its production scale and framework. In 1990, seeking lower production costs, Punch Industry was one of the first Japanese manufacturers to enter China and establish a local subsidiary. (At that time, the company mainly manufactured semi-finished products in China). The company then began expanding its production network in China, while simultaneously working to raise the level of technological capabilities in China by training local employees. The outcome was the ability to manufacture

finished products in China. Around 2000, during a period of rapid growth in the Chinese economy and China's entry into the WTO, sales within China were deregulated, which fed into growth in the company's sales there. The company further expanded into India in 2010, Malaysia, Singapore, Vietnam, and Indonesia in 2013, and the US in 2016.

Applied to be listed on the TSE Standard market

In May 2023, the company resolved at a board of directors' meeting to apply for listing on the TSE Standard Market and subsequently filed the application, as it had a chance to re-select a market segment following a change in TSE regulations effective April 1, 2023. As for reasons for selecting the Standard Market, the company stated that it did not meet the Prime Market's listing maintenance criteria for market capitalization of tradable shares; that its progress in the medium-term management plan VC2024 was significantly behind, requiring it to make up for the delay and update the plan, including by adding new growth strategies; and that it needed to concentrate management resources on executing the updated medium-term management plan.

Shared Research believes that the company may consider listing on the Prime Market again, if it can expand its business and raise the market cap of its tradable shares, to meet the criteria for listing on the Prime Market.

Updates to medium-term business plan, voluntary retirement program, and dissolution of consolidated subsidiary

Amid an increasingly harsh operating environment, the company's progress in executing its medium-term plan, Value Creation 2024, was significantly behind, and in addition to making up for the delays, the company decided it needed to update the plan, including adding new growth strategies for the future. As such, in July 2023, the company announced updates to its medium-term business plan (Value Creation 2024 Revival) and its plan to solicit voluntary retirement and dissolve a consolidated subsidiary. Among the key initiatives outlined in the Value Creation 2024 Revival plan is the realignment of domestic businesses. The company decided to consolidate production and sales bases, and solicit voluntary retirement and dissolve a consolidated subsidiary, Pintec, to streamline operations.

Capital and business alliance with Misumi Group and long-term vision

In October 2024, the company and Misumi Group entered into a capital and business alliance agreement. They aim to realize synergies by collaborating on mutual product supply and other initiatives. In May 2025, to mark its 50th anniversary, Punch Industry formulated Vision60, a long-term vision for the Punch Group looking ahead to the next ten years. As part of this vision, the company set reducing reliance on mold and die components as its goal for the next ten years. It aims to become a corporate group that meets the diverse needs of an ever-changing society by expanding its business domains.

Major shareholders (as of end-March 2025)

Major shareholders	Shares held	Shareholding ratio(%)
MT Kosan Co., Ltd.	3,804,900	13.82
Misumi Group	3,000,000	10.90
CLEARSTREAM BANKING S.A.	2,412,400	8.76
Masatoshi Ohata	929,700	3.37
Tetsuji Morikubo	673,600	2.44
Yuji Morikubo	663,000	2.40
Punch Industry Employees' Stock Ownership Scheme	634,499	2.30
Tachibana Securities Co., Ltd.	617,100	2.24
Custody Bank of Japan, Ltd.(trust account)	470,700	1.71
Michiko Kamba	431,000	1.56
Total	13,636,899	49.50

Source: Shared Research based on company data

The largest shareholder, MT Kosan, is an asset management company, all of whose shares are owned by founder Yuji Morikubo and his relatives.

Corporate governance (as of December 2024)

Form of organization and capital structure	
Form of organization	Company with Audit & Supervisory Committee
Controlling shareholders	None
Directors	
Number of directors per Articles of Incorporation	15
Number of directors	8
Directors' terms per Articles of Incorporation	1 year
Chairperson of the Board of Directors	Outside directors
Number of outside directors	4
Number of independent outside directors	4
Number of members of Audit & Supervisory Committee	3
Number of outside members of Audit & Supervisory Committee	2
Number of independent outside members of Audit & Supervisory Committee	2
Other	
Implementation of measures regarding director incentives	Performance-linked remuneration, Other
Eligible for stock options	-
Participation in electronic voting platform	Yes
Providing convocation notice in English	Yes
Disclosure of directors' compensation	No individual disclosure
Policy to determine amount and calculation method of remuneration	Yes
Corporate takeover defenses	Yes

Source: Shared Research based on company data

SDGs

The company has established a sustainability policy.

> The policy states that the company will seek to achieve continuous growth and enhance corporate value through its support of manufacturing worldwide. In this way, Punch Industry aims to be a company that helps protect the natural environment and both the lifestyles of its employees and all individuals involved in its supply chain.

In July 2022, the company established a Sustainability Committee to step up initiatives to help bring about a sustainable society. Chaired by the president and CEO, the committee sets basic policy on sustainability. It also identifies material issues, forms action plans and targets for each issue, oversees their progress, deliberates on matters related to disclosure, and gives business directives, regularly reporting and making proposals to the board of directors. Under the aegis of the Sustainability Committee, the company has formed cross-divisional teams in three areas—carbon reduction, waste reduction, and human rights—to manage progress in each task and speed up initiatives for each material issue.

Materiality

Consideration for the global environment	The company is committed to reducing CO_2 emissions and waste across all business activities, offering environmentally conscious products and services, and contributing to the creation of a society that values the global environment.
Respect for human rights	Punch Group respects the human rights of all individuals involved in its operations and supply chain and strives to help build a fair and just society.
Commitment to human capital	The company aims to foster a corporate culture and workplace environment where all employees embrace diversity, feel physically and mentally safe and healthy, and can thrive and fully demonstrate their abilities, in pursuit of employee well-being.
Contributing to society through products and services	By continuing to deliver safe and reliable products and services backed by advanced technology and quality, the company seeks to enhance its brand value and support global manufacturing as a trusted partner to its customers.
Corporate governance	The company is working to strengthen its governance framework, secure management fairness and transparency, and achieve high capital efficiency to enhance corporate value.

Source: Shared Research based on company data

Punch Industry's social initiatives include accepting members of community for workplace training, cleanup activities, tree planting, a campaign in Japan to collect and recycle plastic bottle caps, collecting special product stamps to subsidize school budgets under the Bellmark Campaign, and collecting and donating used stamps to charity.

Top management

President and CEO Tetsuji Morikubo is the eldest son of founder and honorary chairman Yuji Morikubo.

Profile

May 2003	Joined the company
February 2005	Worked at Punch Industry (Dalian)
November 2012	General manager of Value Creation Office
April 2013	General manager of Corporate Planning Office
December 2015	Assigned to Punch Industry Malaysia
December 2016	Executive officer
June 2018	Director, senior executive officer, head of Corporate Strategy
April 2019	Chief strategy officer, head of Group Business Management
June 2019	Representative director (current position), executive vice president
November 2019	President and CEO, head of Group Management (current position)

Source: Shared Research based on company data

Employees

		FY03/15	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24
Cons.	Number of employees	3,833	3,836	3,959	4,298	4,282	4,020	4,006	3,979	3,923	3,575
	Japan	993	1,004	1,024	1,047	1,062	1,062	1,029	1,002	981	668
	Overseas	2,840	2,832	2,935	3,251	3,220	2,958	2,977	2,977	2,942	2,907
Parent	Number of employees	917	927	945	968	982	985	954	927	897	655

Source: Shared Research based on company data

About 70% of employees (around 2,800 in FY03/22) work in the manufacturing division, with the remainder working in the sales and management divisions. The company employs roughly 3,000 people overseas, around 80% of total headcount. Every year, the company hires about 20 new graduates in Japan at most, turning to mid-career hires to fill positions made vacant when employees retire. The company says labor shortages are making it harder to recruit new graduates, a problem compounded by the shrinking population of technical high school students in rural areas.

In March 2025, the company was certified for the first time as a "Health and Productivity Management Outstanding Organization 2025 (Large Enterprise Category)," a designation jointly awarded by Japan's Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

As part of its human capital management initiatives, the company promotes diversity, equity, and inclusion (DE&I) with the aim of creating an organization where diverse employees can thrive and find meaning in their work. It also works to ensure employee well-being by providing a safe, secure, and healthy work environment, and fosters talent development to cultivate individuals who think independently, act proactively, and deliver results.

Shareholder returns

Dividends

	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25
Dividends	12.5	13.0	16.8	16.8	2.0	2.0	13.0	19.5	19.4	19.6
Payout ratio	22.1%	20.8%	20.5%	38.1%	-1.2%	9.1%	13.9%	32.2%	-	58.1%

Source: Shared Research based on company data

The company's policy is to pay stable, ongoing dividends while securing the internal reserves needed for future business development and to shore up the management structure. It pays dividends after comprehensively assessing consolidated business performance, its financial position, profit levels, the payout ratio, and other factors.

In January 2023, the company revised its capital and shareholder return policies, setting a new consolidated payout ratio of at least 30% and a dividend on equity (DOE) ratio of at least 3%. The change reflected the fact that, until FY03/22, the parent company held relatively few retained earnings, but began receiving more dividends from group companies in FY03/23. Given the surplus in retained earnings, the company decided to enhance returns. The company says its financial position has been improving in recent years, with the equity ratio trending upward. Consequently, the company says that if it exceeds its target equity ratio of 60%, it may consider enhancing returns and pursuing share buybacks to further strengthen shareholder returns and capital efficiency. In May 2024, the company revised its method of calculating the dividend on equity (DOE) ratio. Previously, it used the average shareholders' equity at the beginning and end of the fiscal year as the

denominator. Effective FY03/25, the company uses shareholders' equity at the end of the fiscal year as the denominator, to swiftly reflect the effect of shareholders' equity improvements in dividends.

ROE, ROIC

	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25
ROE	8.9%	9.8%	11.8%	6.0%	-25.5%	4.0%	14.2%	7.9%	-3.1%	4.3%
Net margin	3.4%	3.8%	4.4%	2.3%	-	1.5%	5.2%	3.2%	-	2.1%
Financial leverage (equity multiplier)	2.0	2.0	2.0	2.0	2.1	2.1	1.9	1.7	1.6	1.5
Total asset turnover	1.3	1.3	1.3	1.3	1.2	1.3	1.5	1.4	1.3	1.3

Source: Shared Research based on company data

ROE tends to fluctuate in line with the unstable net income margin. Financial leverage and overall asset turnover are relatively stable. The company targets ROE of 10% or above.

Management that emphasizes ROIC and is conscious of capital costs and stock price

The current medium-term business plan calls for management that emphasizes ROIC, with the aim of enhancing corporate value by targeting ROIC of at least 10%, in excess of capital spending (targets EVA spread of over 3–4%). In the ROIC tree, as a measure to improve net operating profit after taxes, the company's goal is to boost revenue by capturing more orders, cultivating new customers, and expanding overseas sales, while cutting costs through global procurement, more efficient production, lower failure costs, and greater operational efficiency. In terms of improving working capital turnover, the goal is to improve the cash conversion cycle by collecting receivables at an early stage, paring down inventories, and setting appropriate payment dates. Another goal is to improve both tangible fixed asset turnover (through pre-investment screening and post-investment monitoring) and intangible asset turnover (through IT-driven business reforms). With regard to ROIC management, the first thrust is to improve asset turnover and screen investments in fixed assets.

The company assumes its cost of equity to be 8–10%, while its ROE for FY03/25 came in at 5.4%, falling short of that range. It also estimates its WACC at 6–8%, with ROIC at 6.0%, likewise below the WACC. (These estimates were internally calculated based on the CAPM and finalized with advice from external experts.) The company notes that its price-to-book ratio has remained around 0.6x, staying below 1x, and it recognizes the need to improve both capital profitability and its valuation in the equity market. It states improvement in ROE and ROIC through stronger operating profit and asset turnover, as well as promoting stock market expectations for growth, as key challenges.

PBR logic tree

Enhancing corporate value PBR above 1.0	Improving ROE	ROIC-oriented management	・Strengthen earning power by lowering costs and reforming the earnings structure ・Enhance monitoring of investment returns
		Optimizing financial leverage	・Maintain stable and consistent dividends based on payout ratio and DOE ・Repurchase additional shares using residual funds after growth investments
	Improving PER	Fostering growth expectations	・Present growth story through long-term vision and medium-term management plan ・Increase reliability of concrete measures such as M&A
		Strengthening IR/SR	・Reinforce governance by implementing initiatives such as improving board effectiveness ・Fully revamp IR website during FY2025

Source: Shared Research based on the company's release titled "Initiatives toward management that is conscious of capital costs and stock price," published on May 23, 2025

Capital allocation policy

The company positions capital allocation as a means to enhance capital efficiency and corporate value by optimizing its balance sheet and cash flow distribution.

The company's basic capital allocation policy is as follows.

- Basic policy: Maximize medium- to long-term corporate value through appropriate capital allocation.

1. Give top priority to allocating funds to capital investment, M&A, R&D, human capital, and sustainability initiatives that contribute to enhancing corporate value.
2. Provide stable and consistent dividends in line with the company's shareholder returns policy. Return any surplus funds remaining after necessary investments and profit distributions to shareholders through flexible measures such as share buybacks.
3. To fund 1 and 2, continuously generate operating cash flow by increasing business value and if necessary, raise funds through interest-bearing debt.
4. In raising funds and returning capital to shareholders, ensure adequate liquidity on hand while maintaining an optimal capital structure and sound financial health.

In terms of capital allocation, the company envisions cash inflows from operating cash flow and interest-bearing debt, while it expects cash outflows to implement its basic policies: allocating funds to growth investments—capital investment, M&A, R&D, human capital, and sustainability initiatives—under Policy 1, and shareholder returns—dividends and share buybacks—under Policy 2.

As of FY03/25, the company envisions specific growth investments as follows. Capital investment is intended for automation and labor-saving initiatives to reduce cost of revenue and for enhancing processing precision to support the shift toward special-order products; R&D investment scheduled for its metal integration technology P-Bas and stronger initiatives in the aerospace sector. M&A investment targets expansion of the factory automation business and other new businesses. Human capital investment is directed toward areas such as talent development, workplace environment improvement, and health and productivity management.

- The company states it will present a capital allocation plan with specific numerical targets for the next medium-term management plan period, starting FY03/27, when it announces the plan, and later report on progress against those targets.

Other information

Company name, logo

Source: Company website

The name Punch Industry signifies the company's original printed circuit board hole punch product as well as the sense of being a company overflowing with power and vitality. The company's website says that the clenched fist in the logo represents its molding punch and pin products and its growing power, while the slanted line represents a streak of lightning, expressing the company's eagerness to bring innovation to the industry. The company has also summed up its corporate identity with the phrase "Punch Spirit: Returning to the Spirit of the Founder," which encapsulates the key ideas of challenge, ingenuity, and open-mindedness.

Corporate vision

In August 2024, the company unveiled its corporate vision: "Shaping a prosperous future for the next generation as a manufacturer through trust, diligent technological advancements, and unrestrained creativity." Going forward, it will develop its medium-term management plan and company policies based on the vision.

In January 2024, Punch Industry initiated an internal project to establish a new vision. The project brought together around 20 young and mid-level employees from various roles and locations. These members gathered internal feedback and considered societal expectations to shape the vision. Employees were involved in every phase of the process, from decision-making to gathering insights from colleagues and articulating the vision. As a result, many employees feel a strong sense of alignment with the vision, which captures the group's distinctive identity.

News and topics

Punch Industry announces the arrival of lunar rover YAOKI on the Moon

2025-03-10

Punch Industry Co., Ltd. announced YAOKI has become the first lunar rover developed by a Japanese private company to reach the Moon and has successfully captured images of the lunar surface.

Under Project YAOKI 1 (PY-1), a lunar exploration program led by Dymon Co., Ltd., in which the company is participating, the lunar lander carrying the rover YAOKI successfully made a soft landing on the Moon in the early hours of March 7 JST. A few hours after YAOKI's landing, the successful reception of image data of the lunar surface captured by YAOKI was confirmed. With this achievement, YAOKI has become the first lunar rover developed by a Japanese private company to reach and operate on the Moon.

For YAOKI's first lunar mission, the company utilized 3D shape measurement technology with a 3D scanner to support the optimal clearance settings for YAOKI's main body and its deployer (transport container for YAOKI). Additionally, by ensuring YAOKI met the required quality assurance standards for launch, the company contributed to laying the foundation for a successful launch.

Since 2016, the company has identified "expansion into the aerospace sector" as a management priority with the goal of strengthening its R&D capabilities and has been steadily building track records, primarily in aerospace-related component processing. The company actively works with both government agencies and private companies. For example, in the past, it entered into a joint research agreement with Japan Aerospace Exploration Agency (JAXA) to conduct collaborative research on complex-shaped components such as rocket engine parts. The company aims to become an indispensable entity in society by applying its acquired technologies to existing and new business on Earth, through its initiatives in the aerospace industry, which is projected to grow further.

Scheduled lunar landing of the lander carrying the lunar rover YAOKI

2025-03-06

Punch Industry Co., Ltd. announced that the landing time of the lunar lander carrying the lunar rover YAOKI has been identified as part of Project YAOKI 1 (PY-1), a Dymon Co., Ltd.-led lunar exploration program, in which it is participating.

US private company Intuitive Machines' Nova-C class lander is scheduled to land on the Moon at around 2:32 a.m. JST on Friday, March 7. YAOKI will then be released onto the lunar surface in the late-night hours of March 12, attempting to become the world's first rover developed solely by a private company to traverse the lunar surface.

Successful first launch of lunar rover YAOKI

2025-02-28

Punch Industry Co., Ltd. announced a rocket carrying the lunar rover YAOKI was successfully launched at 9:16 a.m. JST on February 27, 2025 as part of Project YAOKI 1 (PY-1), a Dymon Co., Ltd.-led lunar exploration program in which it is participating.

YAOKI is scheduled to be released onto the lunar surface in mid-March 2025, attempting to become the world's first privately developed rover to drive on the Moon. It was mounted on the exterior of Intuitive Machines' "Athena" Nova-C class lander and was launched aboard SpaceX's Falcon 9 rocket from NASA's Kennedy Space Center in Cape Canaveral, Florida. Approximately eight days after launch, it is expected to land at Mons Mouton near the lunar south pole. About five days later, YAOKI is scheduled to drive on the lunar surface to complete its mission, which includes capturing close-up images, collecting data, and transmitting them back to Earth.

For YAOKI's first lunar mission, the company utilized 3D shape measurement technology with a 3D scanner to support the optimal clearance settings for the flight model of YAOKI's main body and its deployer (transport container for YAOKI).

Additionally, by ensuring YAOKI met the required quality assurance standards for launch, the company contributed to laying the foundation for a successful launch.

Building on its 3D measurement service for the lunar rover, the company aims to contribute to the aerospace industry by utilizing its technological prowess, which it established through manufacturing mold and die components and factory automation components/equipment, while conducting metal parts processing and developing new materials using its P-Bas metal bonding technology.

Completion of YAOKI lunar rover's mounting onto the lunar lander

2025-02-25

Punch Industry Co., Ltd. announced that the launch of Project YAOKI 1 (PY-1), a lunar exploration program led by Dymon Co., Ltd. in which the company is participating, is scheduled for February 27, 2025, or later.

The mission aims to become the world's first lunar exploration conducted by a private company. YAOKI will be mounted on Intuitive Machines' Nova-C lander and launched toward the Moon aboard SpaceX's Falcon 9 rocket from NASA's Kennedy Space Center in Cape Canaveral, Florida. The target landing site is near the lunar south pole.

During the design and development of YAOKI, Punch Industry utilized 3D shape measurement technology with a 3D scanner to contribute to the optimal clearance settings for the flight model of YAOKI's main body and its deployer (transport container for YAOKI).

Building on its 3D measurement service for the lunar rover, the company aims to support the success of Project YAOKI alongside Dymon and contribute to the aerospace industry overall by utilizing its technological prowess, which it established by manufacturing mold and die components and factory automation components/equipment, while conducting metal parts processing and developing new materials using its P-Bas metal bonding technology.

Successful final integration of the lunar rover YAOKI, which utilizes 3D measurement technology, with a lunar lander

2025-01-28

Punch Industry Co., Ltd. announced Project YAOKI 1 (PY-1), a lunar exploration program led by Dymon Co., Ltd. and in which the company took part, successfully completed the final integration of the lunar rover YAOKI at the facility of Intuitive Machines, Inc. based in Texas, US.

The mission aims to become the world's first lunar exploration conducted by a private company, with a launch planned for as early as late February 2025. YAOKI will be mounted on Intuitive Machines' Nova-C lander and launched toward the Moon aboard SpaceX's Falcon 9 rocket from NASA's Kennedy Space Center in Cape Canaveral, Florida. The target landing site is near the lunar south pole.

During the design and development of YAOKI, Punch Industry utilized 3D shape measurement technology with a 3D scanner to contribute to the optimal clearance settings for the flight model of YAOKI's main body and its deployer (transport container for YAOKI). Building on its 3D measurement service for the lunar rover, the company aims to support the success of Project YAOKI alongside Dymon and contribute to the aerospace industry overall by utilizing its technological prowess, which it established by manufacturing mold and die components and factory automation components/equipment, while conducting metal parts processing and developing new materials using its P-Bas metal bonding technology.

Revisions to full-year consolidated earnings and year-end dividend forecasts

2024-11-12

Punch Industry Co., Ltd. revised its forecasts for the full-year consolidated earnings and year-end dividend.

Revisions to consolidated earnings forecast for FY03/25

- Revenue: JPY40.8bn (previous forecast: JPY38.5bn)
- Operating profit: JPY1.6bn (JPY2.2bn)
- Recurring profit: JPY1.5bn (JPY2.1bn)
- Net income attributable to owners of the parent: JPY800mn (JPY1.2bn)

In 1H FY03/25, revenue declined YoY in Japan and Southeast Asia. The sluggish performance was due to soaring raw material and resource prices, parts shortages, a further increase in procurement costs from partner plants, and high energy costs, amid a stalled economic recovery resulting from the global inflation and yen depreciation. Meanwhile, in China, there were signs of recovery following a slowdown in the automotive industry and an overall economic downturn.

In the Japan business, the company expected to see the full effects of business streamlining from Q3 FY03/25. Following the business streamlining, however, the company encountered an unexpected number of resignations, aside from solicited voluntary retirements, causing delays in establishing a structure for order expansion. While efforts to recruit and train workers are progressing, the company assumes it will take considerable time to fully establish the necessary structure.

In the China business, the economic sentiment has been recovering since FY03/24, and revenue rose YoY on a local currency basis. The favorable forex rate was the primary reason for the upward revision to the revenue projection. While profitability of some products has been improving thanks to the expanded sales of value-added products, many products have faced the impact of price competition. As a result, the company expects the cost ratio to increase. While the company revised its overall revenue forecast upward, given the continued challenging conditions in Japan and China, it made downward revisions to the forecasts for all profit categories from the operating line down.

Revision to year-end dividend forecast

- Per-share year-end dividend forecast: JPY9.68 (previous forecast: JPY9.81)

The company set the target consolidated payout ratio at 30% or above and dividend on equity (DOE) ratio at 3% or above. In accordance with the revisions to its full-year consolidated earnings forecast, it revised upward the year-end dividend forecast per share to JPY9.68 (+JPY0.28 YoY), bringing the annual dividend forecast per share to JPY19.48 (+JPY0.08 YoY).

Announcement of capital and business alliance, issuance of new shares through third-party allotment, and change in major shareholders

2024-10-07

Punch Industry Co., Ltd. announced a capital and business alliance, the issuance of new shares through a third-party allotment, and a change in its major shareholders.

At a Board of Directors meeting held on October 7, 2024, the company resolved to enter into a capital and business alliance agreement with Misumi Group Inc. (TSE Prime: 9962, planned allottee), and to issue new shares through a third-party allotment to the planned allottee. The company then concluded the alliance agreement.

Alliance purposes and reasons

The Misumi Group seeks to create value by saving time for customers in the industrial automation industry. It does so by reducing delivery times and reducing work hours through automation. In its manufacturing business, the company develops, manufactures, and sells automation equipment, automation equipment components, mold and die components, and automation-related indirect materials. In its distribution business, the Misumi Group offers a wide range of products from automation-related indirect materials to consumables, including those from other companies. The company is accelerating business expansion and global growth by leveraging a unique business model that combines these businesses, along with its advanced digital technology and various channels, including online catalogs, an e-commerce website, and online component procurement service called meviy.

Since May 2023, Punch Industry and Misumi Group had exchanged information through their directors, mutually recognizing the need for an alliance. The companies had thoroughly examined alliance possibilities, risks, and strategies to

maximize its effectiveness through more than a dozen meetings between their directors, including top-level ones, as well as dozens of working-level discussions.

The two groups entered into this alliance agreement as equal partners to achieve mutual and sustainable prosperity, contribute to the overall growth of the industrial sector, and ultimately benefit society. Under the alliance agreement, they will maximize their respective strengths: Punch Industry's advanced precision machining technology and meticulous responsiveness to customer needs, and Misumi Group's cutting-edge digital technology and global supply capabilities with short delivery times. Both groups will grow and develop together by complementing and enhancing each other through mutual supply of their core products and effective utilization of their logistics infrastructure. These joint efforts will cover a wide range of metalworking fields, including automation equipment and peripheral components, mold and die components, and other standard and special-order products.

Details of capital alliance

Through this third-party allotment, Punch Industry will issue 3,000,000 shares of its common stock to the planned allottee (10.9% of voting rights after allotment). The Misumi Group intends to retain its shares in Punch Industry. The company determined that the number of shares issued, the extent of resulting dilution, and the impact on the market were reasonable for achieving the planned objectives. In accordance with the alliance agreement, it will issue the new shares to Misumi Group and plans to purchase an equivalent amount of Misumi Group shares on the Tokyo Stock Exchange Prime Market between October 24, 2024, and December 27, 2024.

Details of business alliance

Through the alliance agreement, the two groups will work together to generate synergies and drive performance growth for both. Initially, they aim to realize synergies quickly in Japan by collaborating in mutual product supply and other areas. They also plan to explore new business opportunities by leveraging their networks and jointly expanding into overseas markets with high growth potential.

The funds raised will primarily be allocated to capital investments to improve the production processes for special-order products (planned from April 2025 to March 2028).

Profile

Company Name

Punch Industry Co., Ltd.

Phone

81-3-3474-8007

Established

1975-03-29

Head Office

6-22-7 Minami-oi Shinagawa-ku, Tokyo 140-0013

Listed On

Tokyo Stock Exchange, Standard Market

Exchange Listing

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Mar

About Shared Research Inc.

We offer corporate clients comprehensive report coverage, a service that allows them to better inform investors and other stakeholders by presenting a continuously updated third-party view of business fundamentals, independent of investment biases. Shared Research can be found on the web at https://sharedresearch.jp.

Contact Details

Company name

Shared Research Inc.

Address

2-6-10 Kanda-Sarugakucho Chiyoda-ku Tokyo, Japan

Website

https://sharedresearch.jp

Phone

+81 (0)3 5834-8787

Email

info@sharedresearch.jp

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