

Punch Group's Long-term Vision: Vision60

May 23, 2025



PUNCH INDUSTRY CO., LTD.

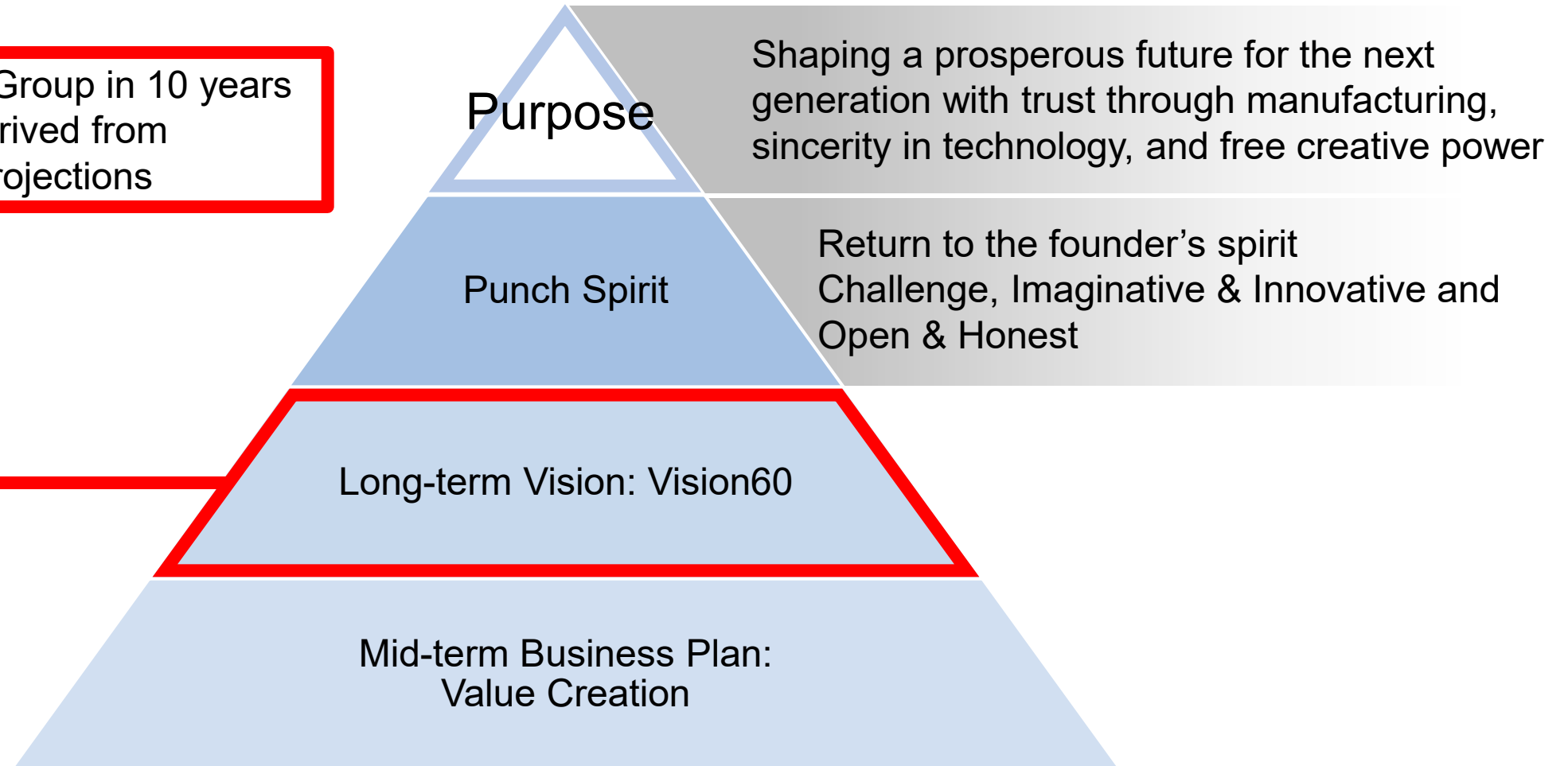
(Security Code: 6165 TSE Standard)

Long-term Vision: Vision60

- Breaking away from dependence on mold and die components -

By pushing the boundaries of its business territories, we aim to be a corporate group that meets the diverse needs of an ever-changing society

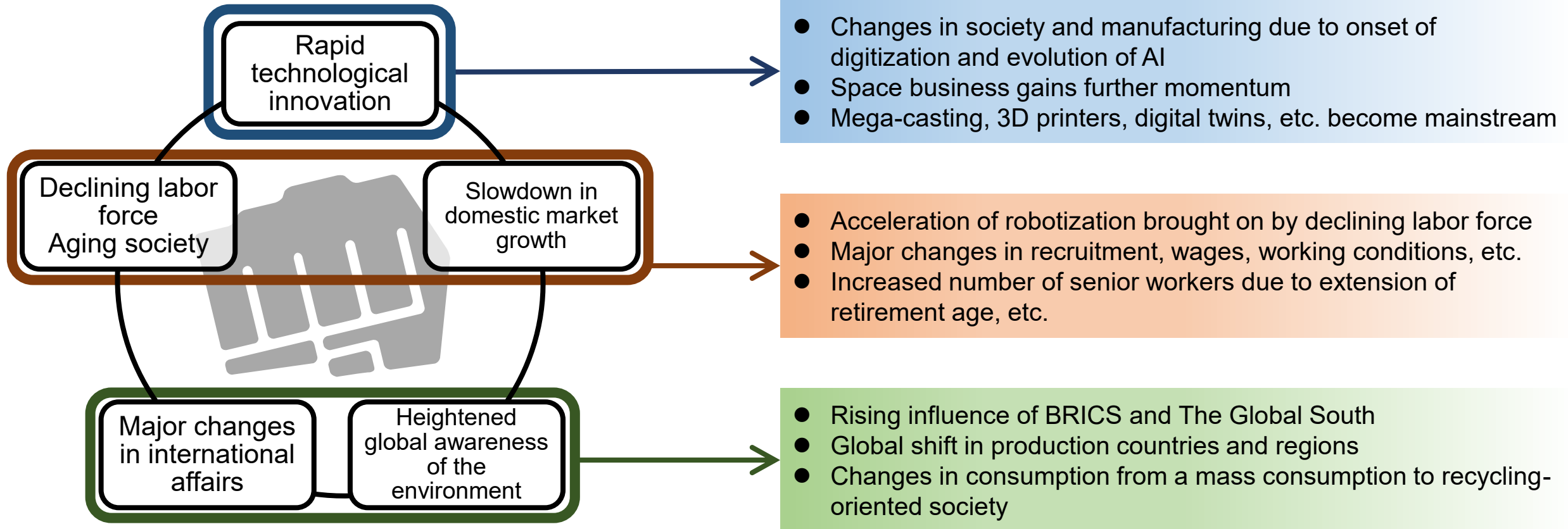
Vision for the Punch Group in 10 years
(60th anniversary) derived from
purpose and future projections



Punch Group's Thoughts on the Future

Predicting the future 10 years from now and envisioning Punch Group's ideal state based on the current business situation

Environment surrounding the Punch Group



Vision for Next 10 Years

Punch Group's Purpose

Shaping a Prosperous Future for the Next Generation With Trust through Manufacturing, Sincerity in Technology, and Free Creative Power

[Responding to technological innovation]

- Rapid technological innovation
- Changes and growing complexity in manufacturing

FA business and new business (excluding mold and die components)

■ Challenge

- M&A of medium-sized companies

■ Imaginative & Innovative

- R&D not bound by existing businesses

■ Open & Honest

- Sharing success stories within the Group

[Responding to aging population and market slowdown]

- Declining labor force and aging society
- Slowdown in domestic market growth

Mold and die components business

■ Challenge

- Maximizing effects of capital and business alliances

■ Imaginative & Innovative

- Discovering new industries and regions

■ Open & Honest

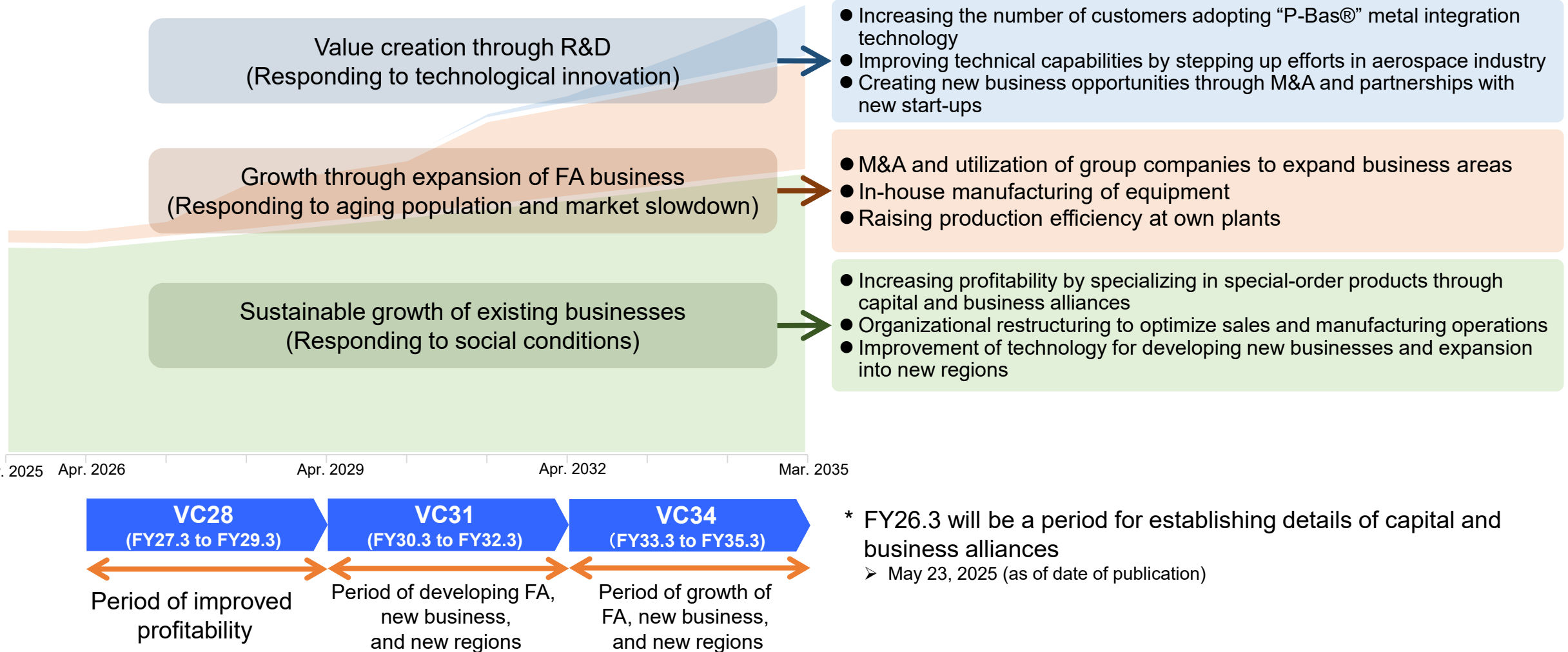
- Tie-ups between sales and manufacturing

[Responding to social conditions]

- Major changes in international affairs
- Heightened global awareness of the environment

Business Scale Targeted by Vision60

Creating value in tune with diverse social needs based on existing businesses



Predictions for the Mold and Die Market

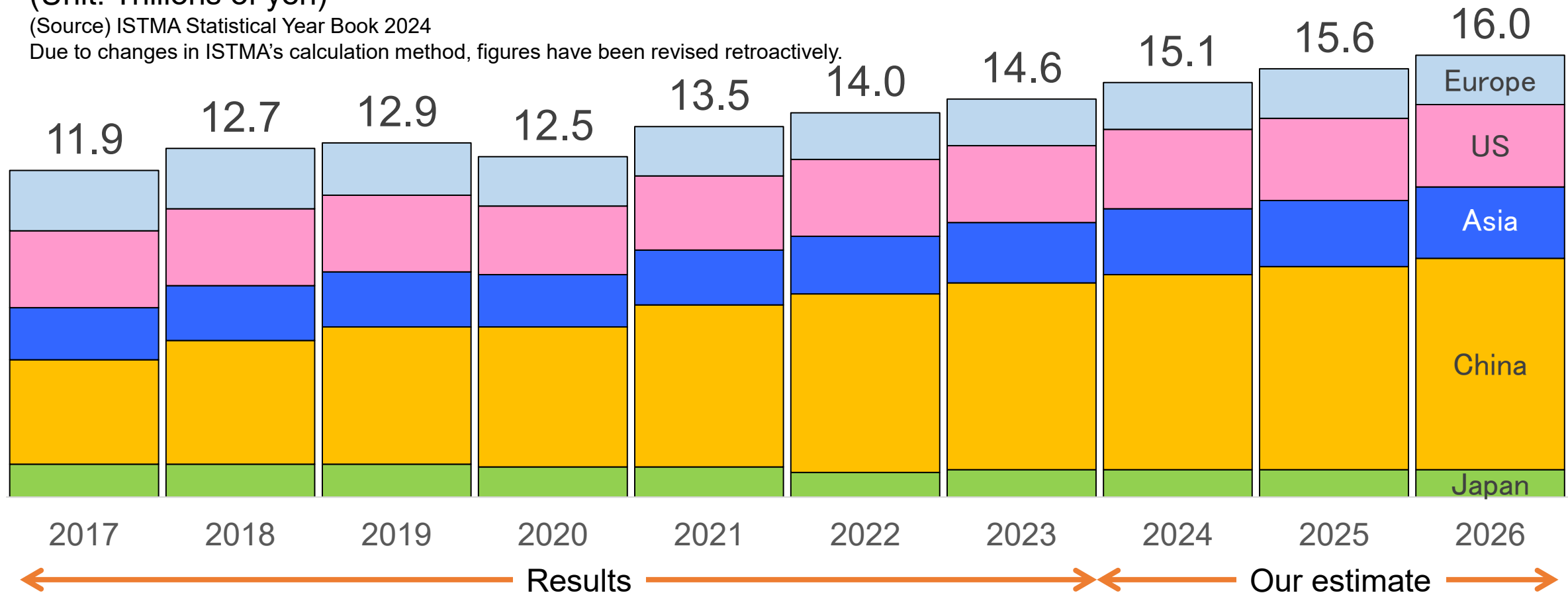
Mold and die market temporarily declined due mainly to COVID-19, but stable growth continues

■ Mold and die shipment amounts by major region

(Unit: Trillions of yen)

(Source) ISTMA Statistical Year Book 2024

Due to changes in ISTMA's calculation method, figures have been revised retroactively.



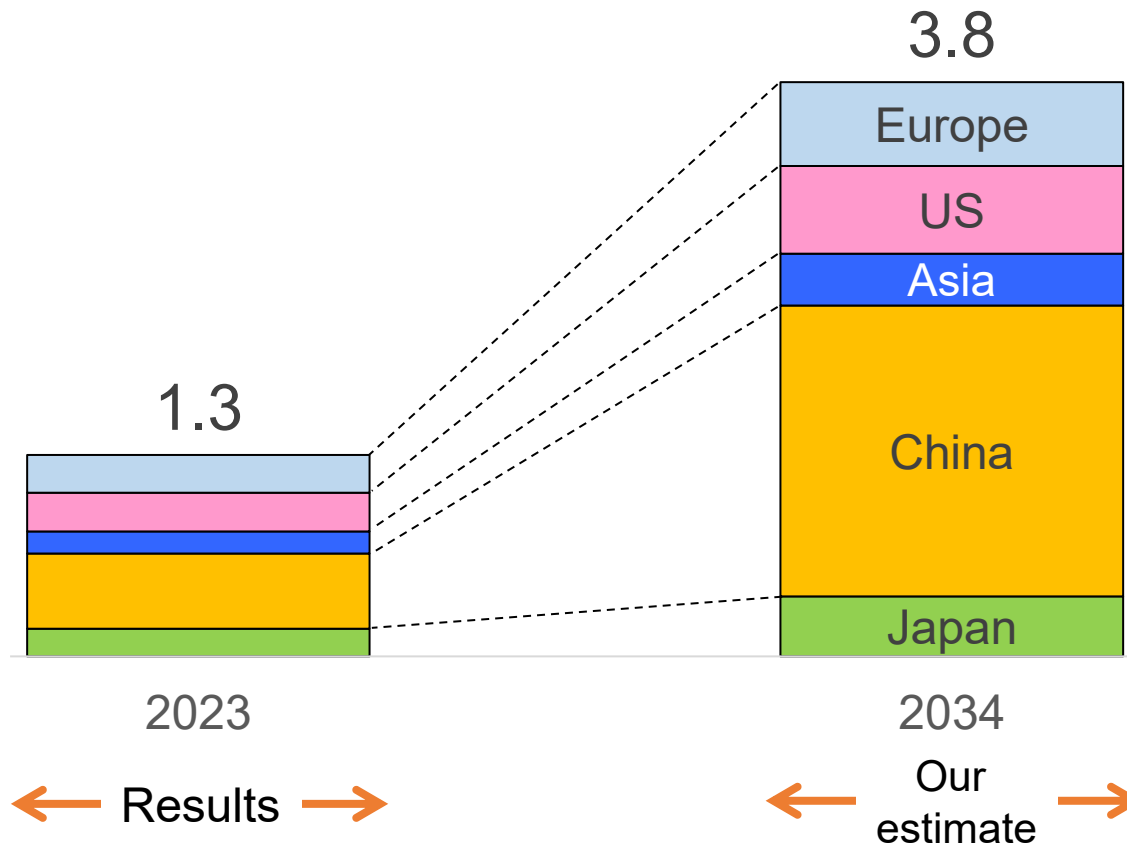
Predictions for the FA Market

FA market is growing due mainly to higher expectations for FA robots worldwide

■ Manufacturing robot market by major region

(Unit: Trillions of yen)

(Source) Our estimates



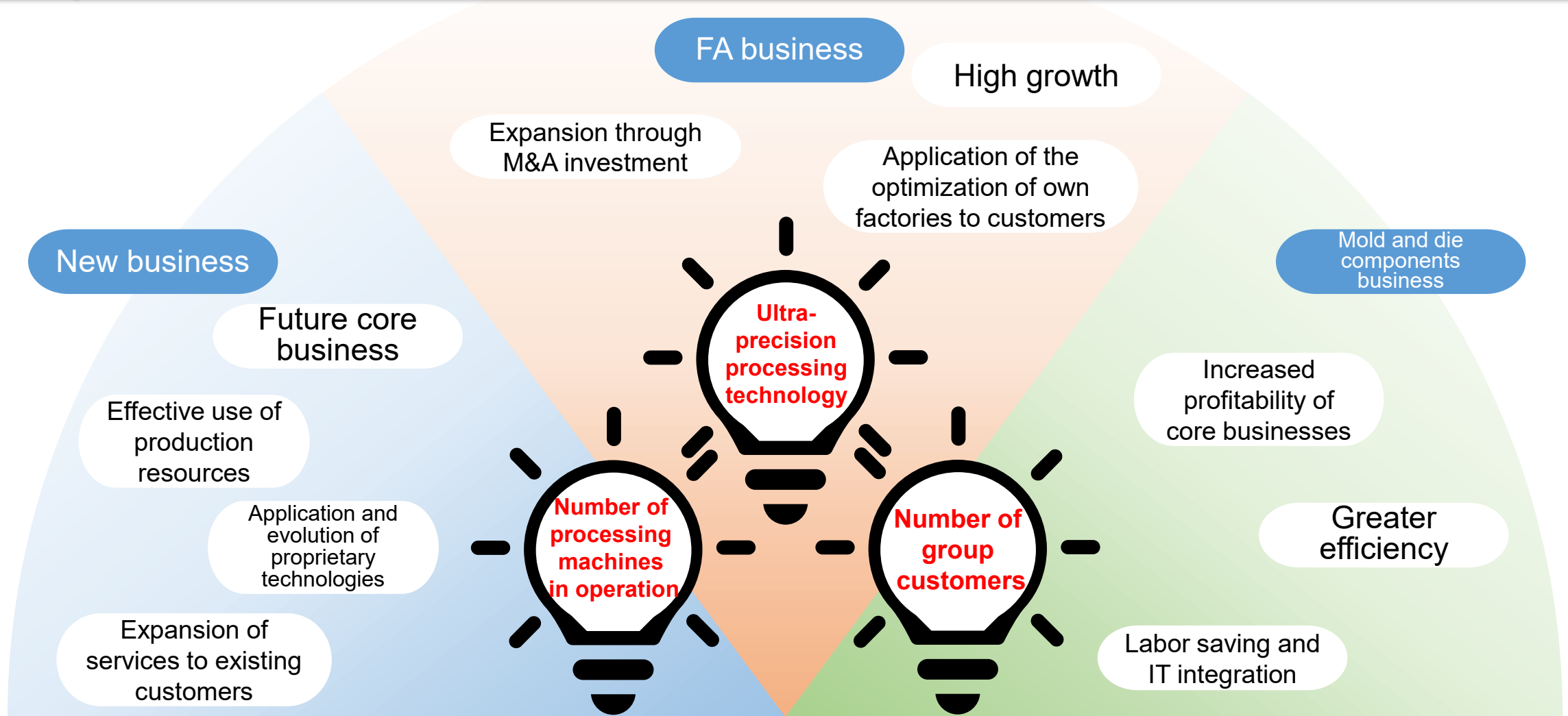
[Global Needs]

- Increased capital investment in EV and semiconductor-related equipment
 - Growing demand for automation
 - Global rise in labor costs and labor shortages
 - Smart factory initiatives are gaining momentum
 - Increased demand for maintaining and improving quality through FA, driven by the aging of skilled workers
-
- Growing expectations for FA robots
 - Increase in companies promoting smart factories
 - More sophisticated tasks can now be automated through intelligent use of robots

Robot market expected to expand further

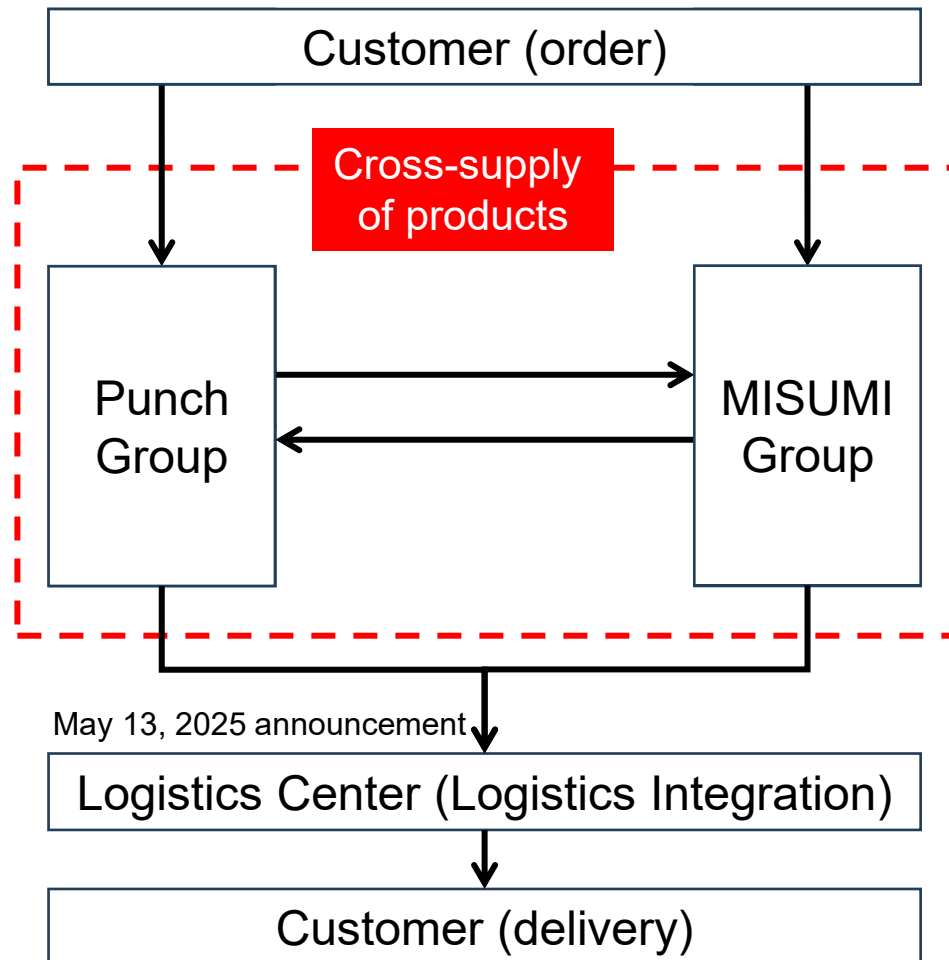
Direction of Growth Strategy

Solid track record in the mold and die components business + Achieving growth potential that meets diverse social needs



Maximizing the Effects of Capital and Business Alliances

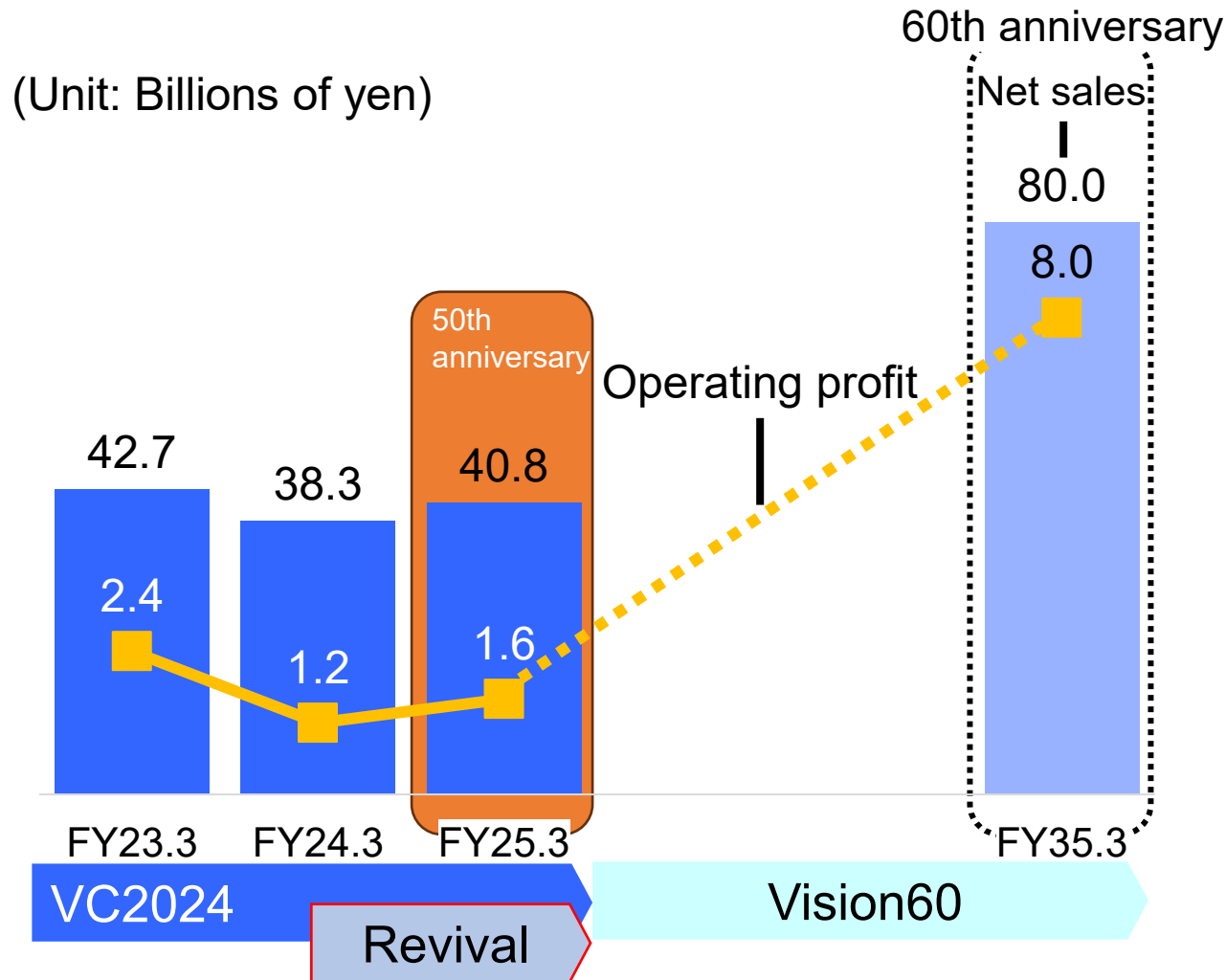
Focusing on special-order products to build trust through manufacturing as stated in our Purpose



- Aiming to realize synergies by tapping into the strengths of both companies through collaboration
 - Cross-supply of catalog and special-order products
 - Integrate logistics functions to streamline cross-supply of products and make use of MISUMI Group's logistics center
 - Maximum use of both companies' manufacturing bases
 - Crystallize plans for collaboration in overseas markets
- Pressing matters for Punch Group
 - Improvement of production capacity for special-order products, including capital investment and human resource training
 - Bolstering sales for special-order products
 - Expansion of business areas by strengthening R&D
- ◆ Expanding sales channels through capital and business alliances to meet diverse needs of society as outlined in Vision60

Management Targets for Vision60

Creating value in tune with diverse social needs based on existing businesses



Management targets to be achieved through three mid-term business plans

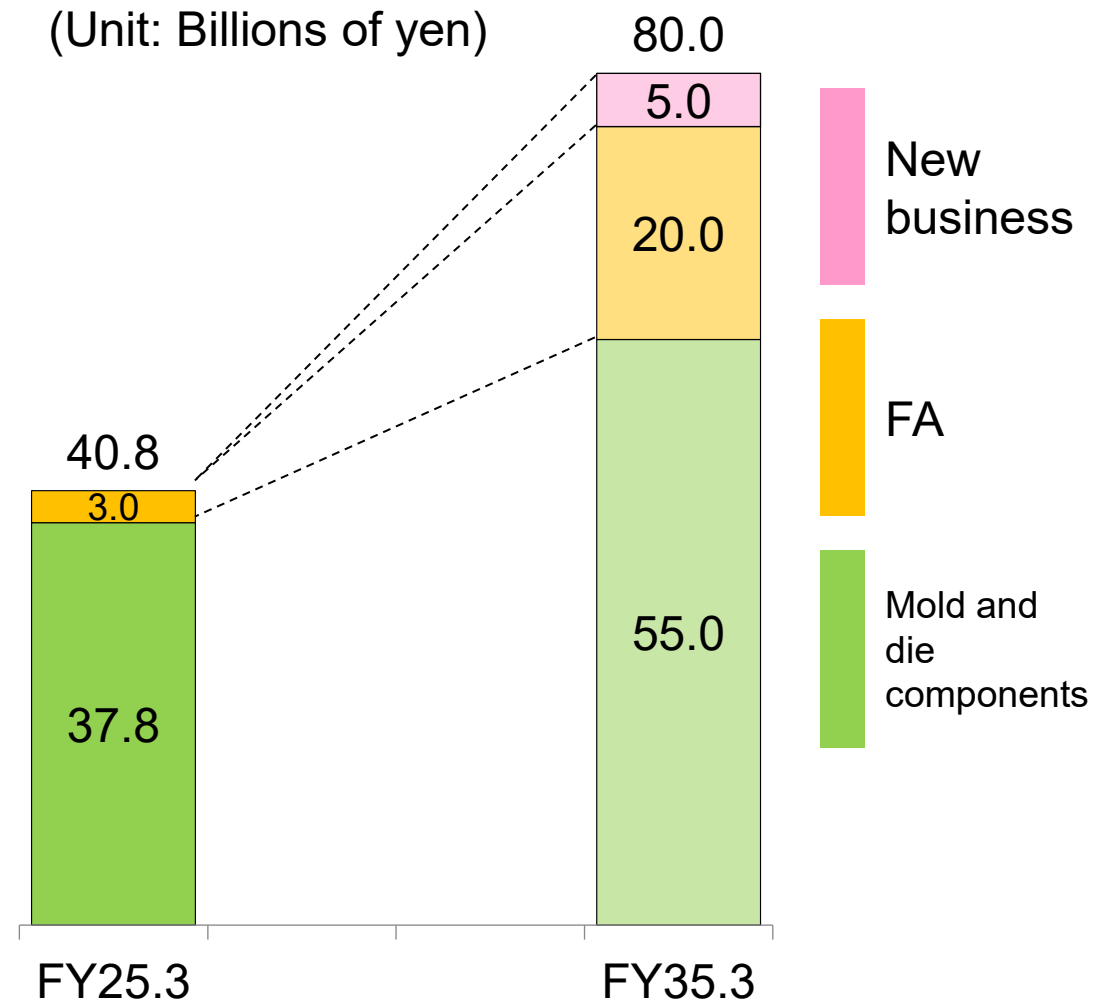
Net sales	Operating profit	Operating profit margin
¥80.0 billion	¥8.0 billion	10%

Efforts to achieve management targets

- Sustainable growth of existing businesses
- Growth through expansion of FA business
- Creation of new and future core businesses through R&D

Business Portfolio Concept and Initiatives

Exploring businesses required by the times and expanding business areas



New business

- Accelerate ongoing R&D projects
- Acquire businesses through proactive M&A
- Enter new fields through partnerships with start-ups and other companies
- Bolster development initiatives by introducing intrapreneurship, etc.

FA business

- Increase net sales through proactive M&A
- Expand targets from the factory to other fields
- Continued sales activities
- Market growth driven by demand for automation and labor saving

Mold and die components business

- Maximize effects of capital and business alliances
- Continued sales activities
- Growth in, mainly, overseas markets
- Decline in number of companies entering mold and die component market

Sustainability Initiatives

Aim to fulfill the five materialities by the end of Vision60

1. Consideration for the global environment

We are committed to reducing CO2 emissions and waste generation in all our business activities, providing environmentally-sound products and services, and helping to build a society that values the global environment.

2. Respect for human rights

By respecting the human rights of all individuals involved in the Punch Group and its supply chain, we will help to realize a fair society.

3. Human capital initiatives

We will pursue the happiness of our employees by creating a corporate culture and workplace environment where all employees can acknowledge each other's diversity, work energetically in a safe and healthy state of mind and body, and fulfill their potential.

4. Contribution to society through our products and services

We will continue to provide safe and reliable products and services through advanced technological capabilities and quality, enhance our brand value, and support global manufacturing as a company favored by its customers.

5. Corporate governance

We will enhance corporate value by establishing a better governance system, ensuring fairness and transparency in management, and achieving high capital efficiency.



Human Capital Management Initiatives

Our vision for human capital management:

An organization where diverse human resources thrive independently and maximize corporate value in a workplace culture rooted in trust and connectivity



Purpose × Punch Spirit

[Promoting DE&I]

Aiming to be an organization where diverse employees can leverage their strengths and find fulfillment in their work

- Create a workplace environment that respects diversity
- Enable diverse work styles
- Keep existing employees and ensure retention of new employees
- Promote women's participation in the workplace
- Promote active internal communication

[Wellbeing]

Providing an environment where employees can work with peace of mind, and safely and healthily

- Promote health management
- Improve the workplace environment
- Improve quality of relationships (between employees)
- Strengthen risk assessment systems
- Enhance engagement
- Establish employee support programs

[Human resource development]

Training human resources so that they can think for themselves, act independently, and deliver results

- Various training programs based on the "Human Resource Development Guidebook"
- Analyze and utilize human resource data
- Revise and review personnel programs
- Support career autonomy
- Nurture global human resources

*Promoting DE&I

- Diversity, equity, and inclusion
- The concept of responding to individual needs in an organization where diverse human resources work side by side, enabling each person to thrive and continuously deliver results





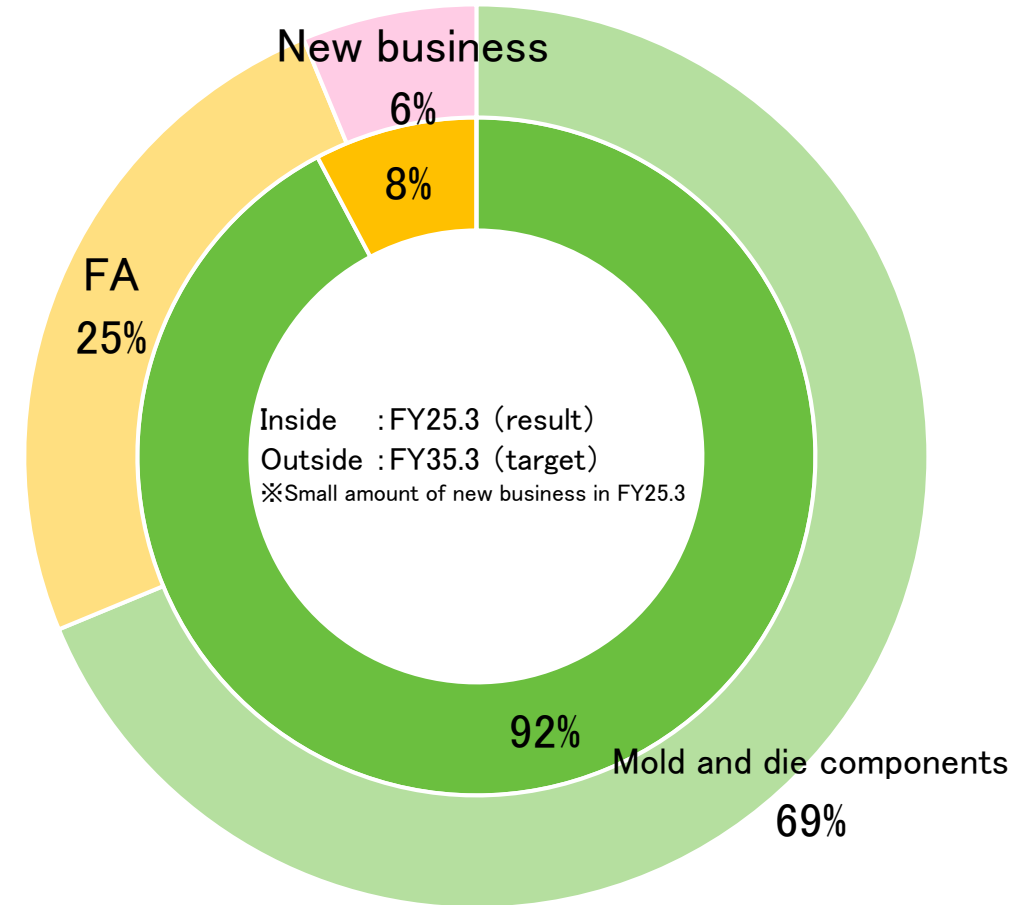
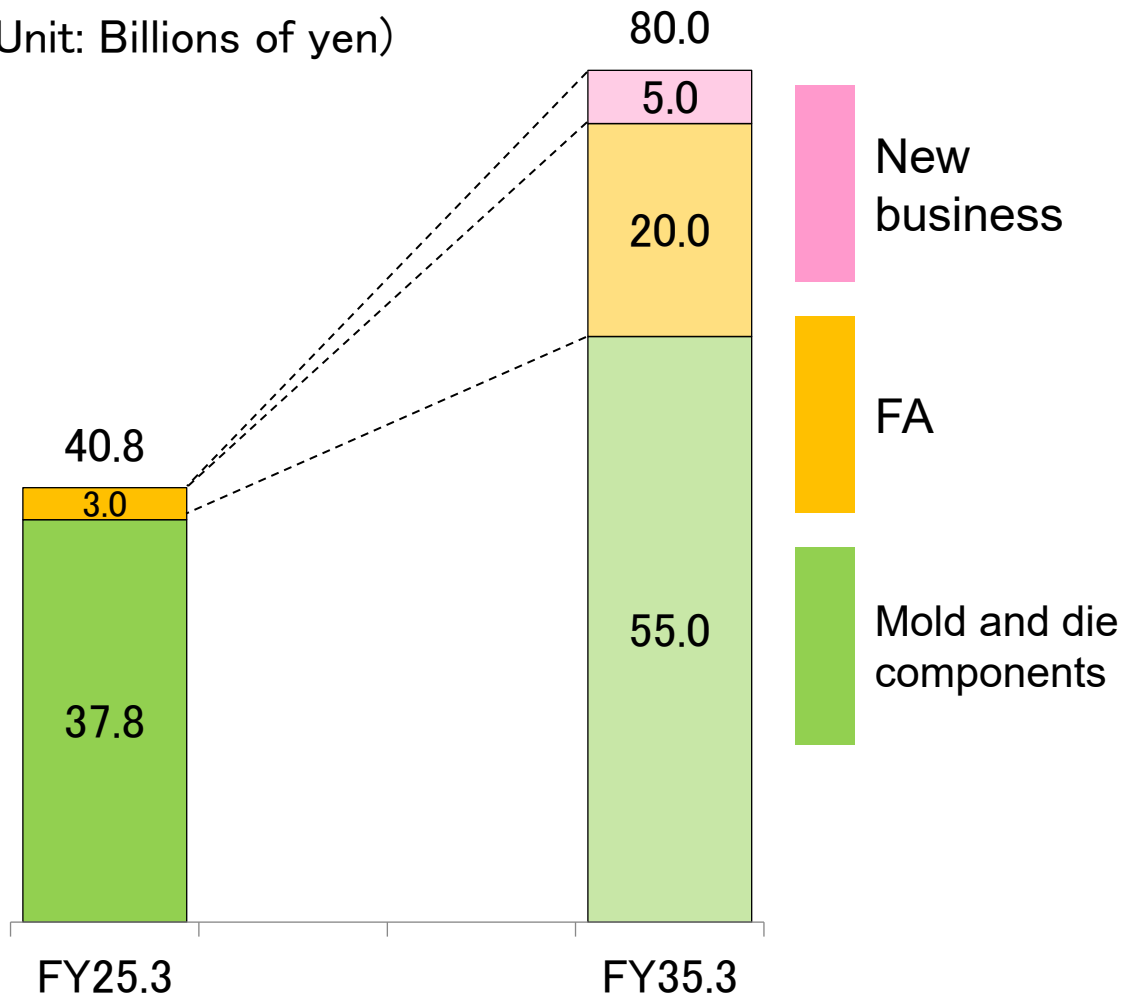
Reference Materials



Composition of Sales by Business

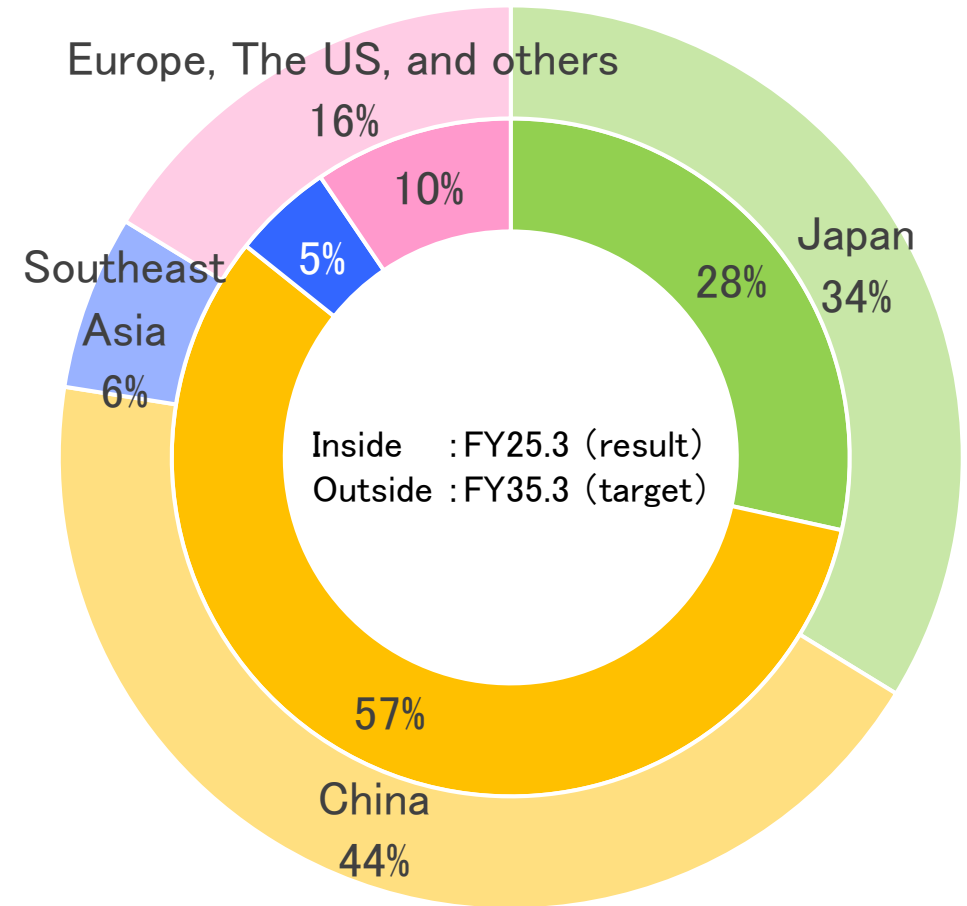
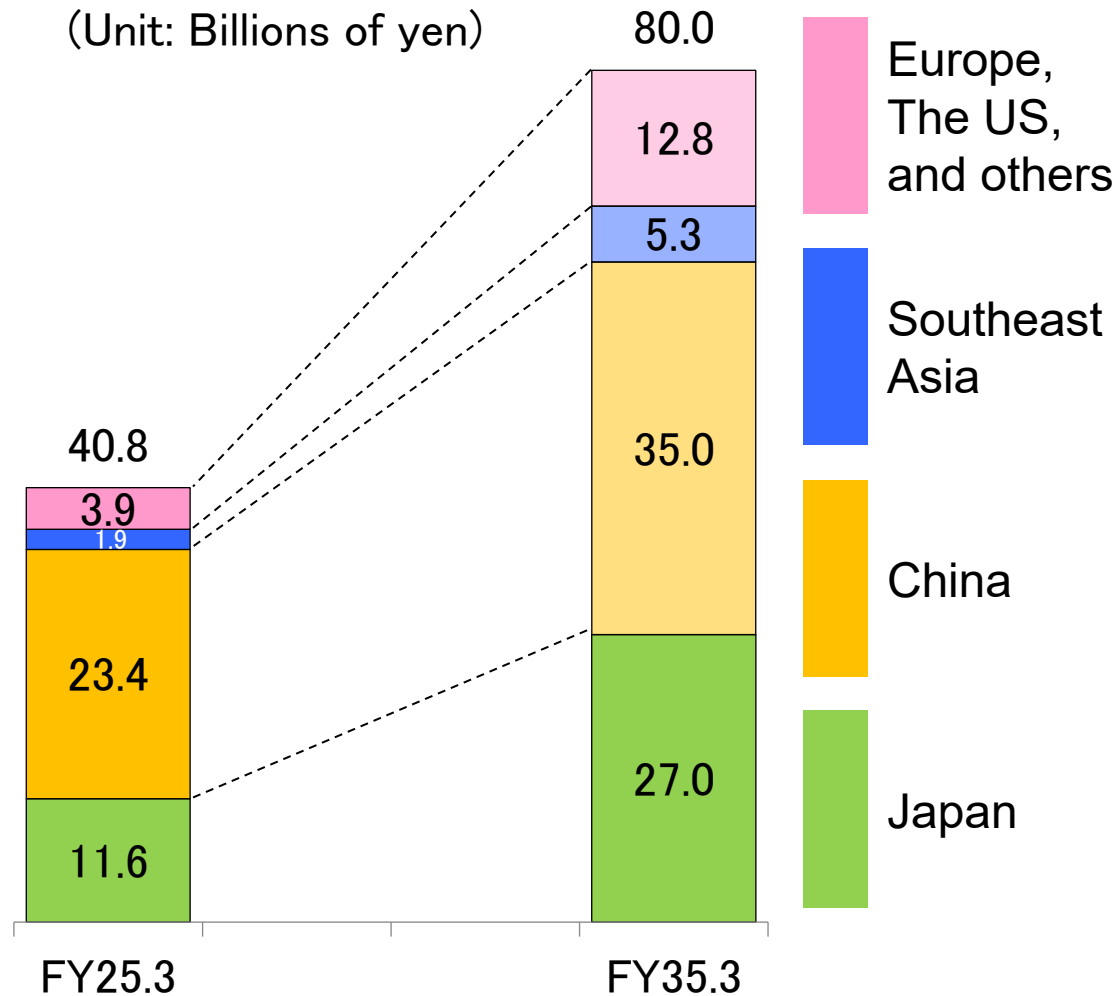
Exploring businesses required by the times and expanding business areas

(Unit: Billions of yen)



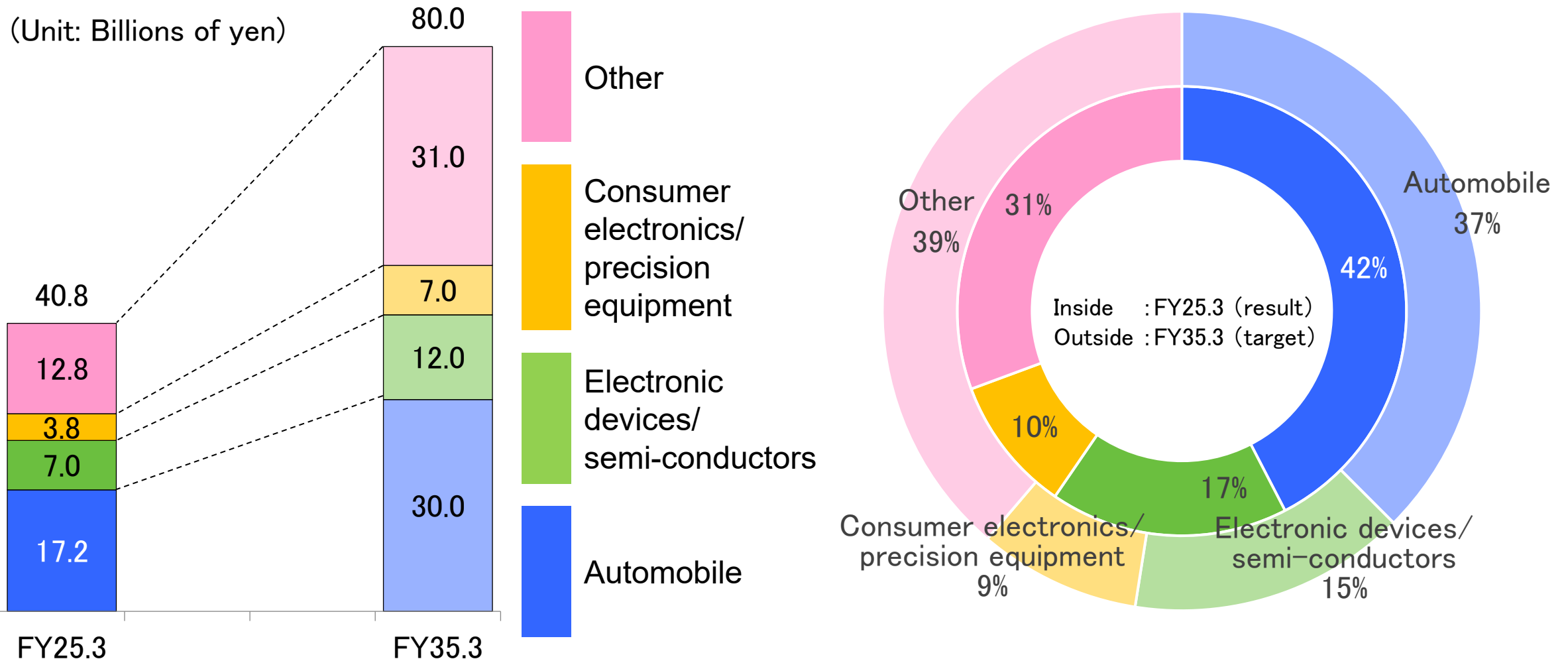
Composition of Sales by Region

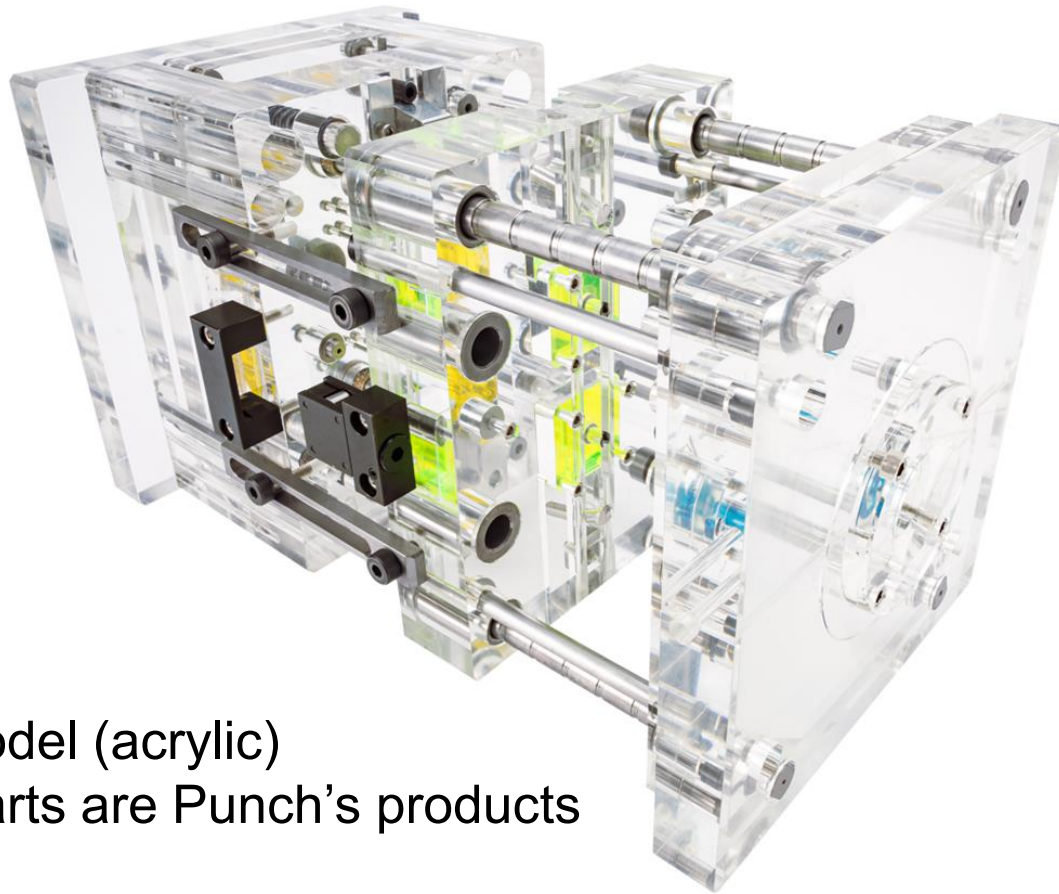
Expanding into regions outside Japan and China by reviewing the sales structure and strengthening ties with distributors



Composition of Sales by Industry

Increased trade with new industries due to expansion of business areas





Mold model (acrylic)
Metal parts are Punch's products

IR & PR Division, Corporate Communication Office, PUNCH INDUSTRY CO., LTD. E-mail: info-corp@punch.co.jp

Disclaimer Regarding Forward-Looking Statements

This report contains forward-looking statements regarding Punch Industry's future plans, strategies, and forecasts. Such statements are not based on historical fact, but are expectations, estimates, and forecasts based on information currently available. These expectations, estimates, and forecasts involve many potential risks and uncertainties, including changes to the economy, exchange rate variations, changes in the competitive environment, the outcome of current or future litigation, or the continued usefulness of capital procurement.

As a result, actual business results may differ materially from these statements. Accordingly, investors are cautioned not to place undue reliance on forward-looking statements. Punch Industry is not obliged to amend these forward-looking statements based on new information or future events.