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May 19, 2026

To whom it may concern:

Company name: Carlit Co., Ltd.  
(<https://www.carlithd.co.jp>)

Representative: Hirofumi Kaneko, Representative Director and President  
(Securities code: 4275; Prime Market of the Tokyo Stock Exchange)

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### Notice of Presentation Materials for Result Briefing of FY2026

We hereby announce the supplementary explanatory materials for the financial results and the financial results briefing materials, as attached, relating to the Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Based on Japanese GAAP), which were announced on May 15, 2026.

#### Outline

- |  |   |
|--|---|
| 1. Financial Highlights of FY2026                              | Hideo Okamoto   |
| 2. Full-Year Plan for FY2027                                   | Director & Senior Managing Executive Officer<br>in charge of the Finance Department |
| 3. Mid-Term Management Plan Challenge2027<br>Rolling Plan 2026 | Hirofumi Kaneko, Director and President & CEO                                       |

A recording of the financial results briefing is scheduled to be made available on demand on YouTube at a later date.

- END -

# Result Briefing of FY2026

Mid-Term Management Plan Challenge2027 Rolling Plan 2026



**CODE : 4275 TSE Prime Market**

- **Financial Highlights of FY2026**

- **Full-Year Plan for FY2027**

**Director & Senior Managing Executive Officer**

**in charge of the Finance Department      Hideo Okamoto**

- **Mid-Term Management Plan Challenge2027**

**Rolling Plan 2026**

**President & CEO      Hirofumi Kaneko**

# Financial Highlights of FY2026

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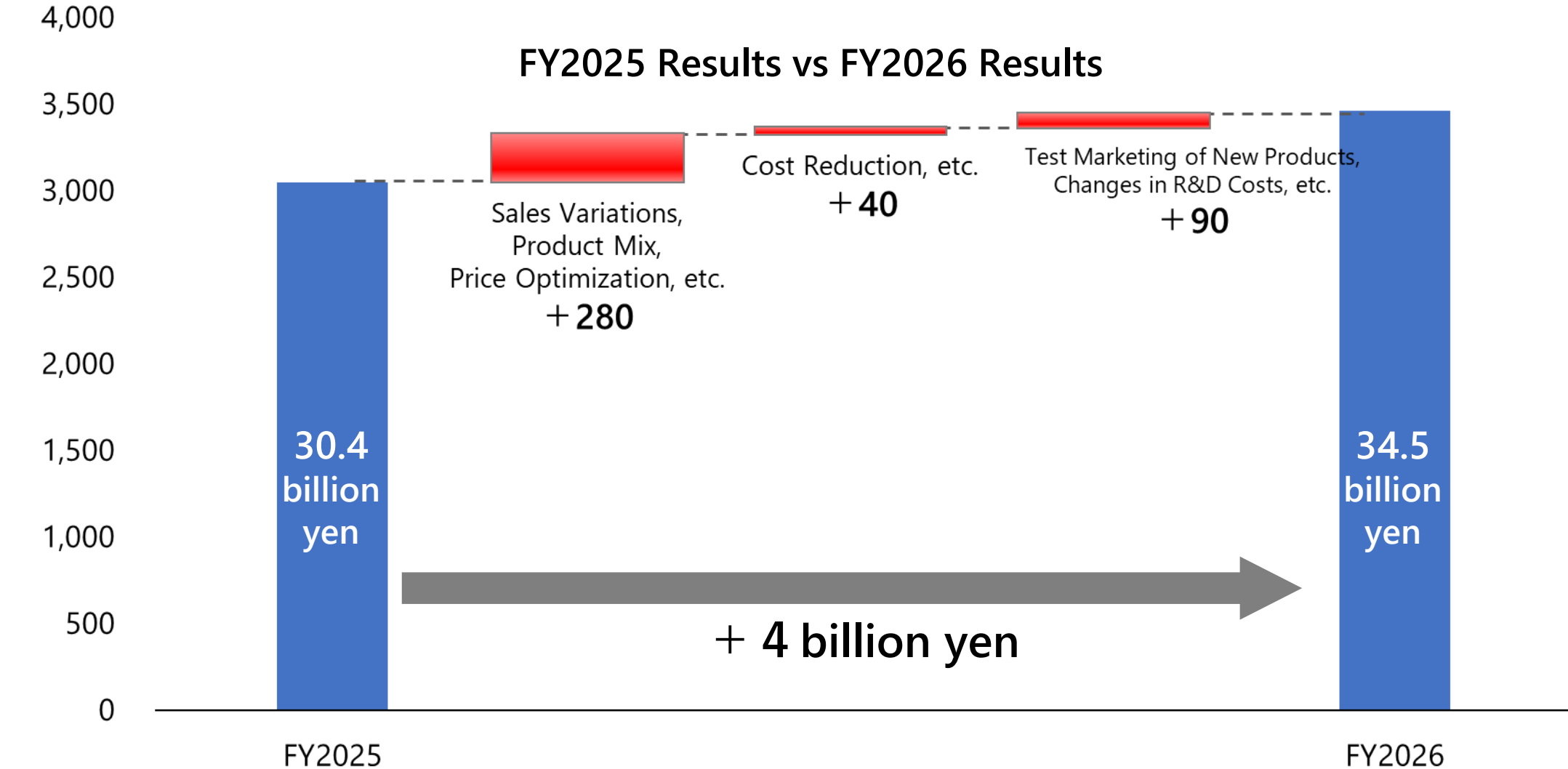
# Consolidated Performance

(Millions of yen)	FY2025 Results	FY2026 Results	Year of Year change	Rate of change
<b>Net sales</b>	<b>36,914</b>	<b>36,247</b>	<b>▲666</b>	<b>▲1.8%</b>
Direct cost of sales	27,662	26,714	▲947	▲3.4%
Distribution cost and administrative expense	6,205	6,073	▲132	▲2.1%
<b>Operating profit</b>	<b>3,046</b>	<b>3,459</b>	<b>+412</b>	<b>+13.5%</b>
<b>Ordinary profit</b>	<b>3,320</b>	<b>3,755</b>	<b>+435</b>	<b>+13.1%</b>
<b>Net profit</b>	<b>2,570</b>	<b>2,976</b>	<b>+406</b>	<b>+15.8%</b>
<b>Dividend per share (Fiscal year end)</b>	<b>36</b>	<b>42</b>	<b>+6</b>	<b>+16.6%</b>

Extraordinary income : Gain on the sale of investment securities 795  
 Extraordinary losses : Loss on retirement of non-current assets & Impairment losses 348

# Consolidated Performance Changes Breakdown

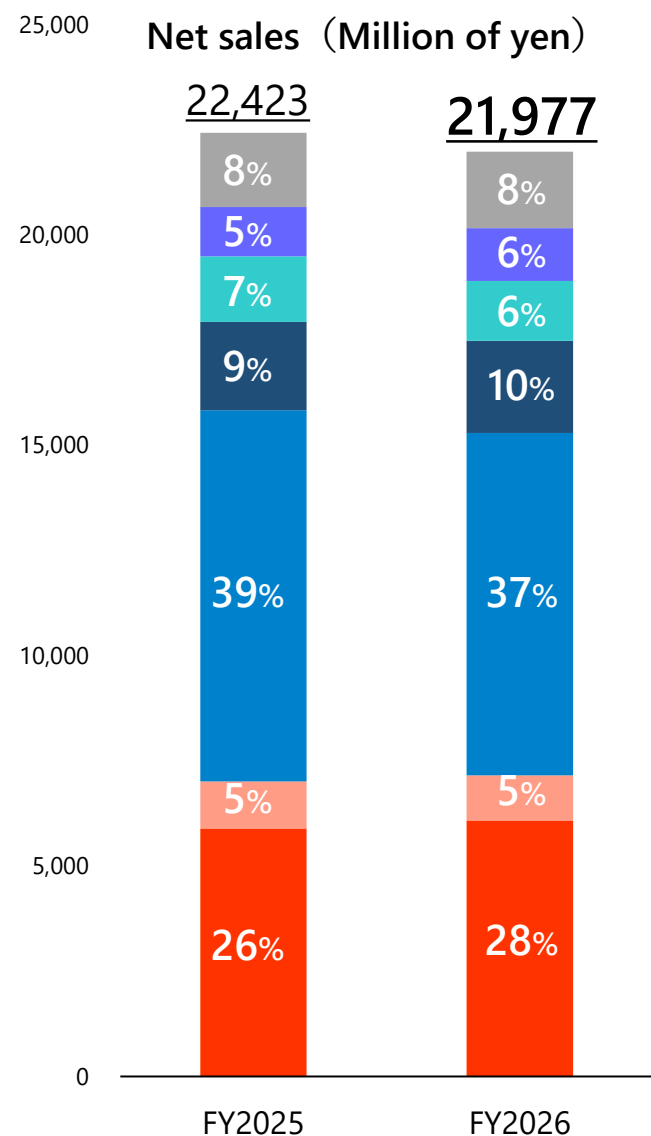
(Million of yen)










# Consolidated Performance by Business Segments

(Millions of yen)	Net Sales			Operating Profit		
	FY2025 Results	FY2026 Results	Change	FY2025 Results	FY2026 Results	Change
Chemical products	22,423	21,977	▲446	1,478	1,858	+380
Bottling	4,524	4,480	▲44	345	378	+33
Metal working	7,230	7,303	+73	508	602	+94
Engineering service	4,411	5,251	+840	822	795	▲27
Subtotal	38,590	39,013	+422	3,154	3,635	+480
Total	36,914	36,247	▲666	3,046	3,459	+412

# Chemical Products segment



Sub-segments	Rate of change	Explanations by Sub-segment
 <b>Explosives</b>	+ 3%	<ul style="list-style-type: none"> <li>Industrial explosives experienced a slight decrease in sales volume due to reduced demand for crushing limestone, but sales and profits increased due to the reflection of fair prices to sales companies.</li> <li>Automotive emergency flares saw an increase in sales due to steady demand from automobile factories. However, profits decreased due to increased production costs.</li> <li>Signal flares for highway use saw an increase in sales and profits due to steady demand and the reflection of fair prices.</li> <li>Raw materials for fireworks saw steady sales of fireworks components, but overall sales and profit decreased due to the reduced sales volume related to other raw materials, such as oxidizing agents and metal powders.</li> </ul>
 <b>Material assessment service</b>	▲ 4%	<ul style="list-style-type: none"> <li>Despite being impacted by an adjustment period for some demand, net sales of safety evaluation testing remained flat due to orders for high-value-added testing. At the same time, profits decreased due to an increase in depreciation for new equipment.</li> <li>Secondary batteries testing was impacted by a slowdown in demand for EVs and an adjustment period for some customers, resulting in decreased sales and profit.</li> </ul>
 <b>Chemicals</b>	▲ 8%	<ul style="list-style-type: none"> <li>Sodium chlorate sales and profit decreased due to a decline in demand for paper pulp bleaching.</li> <li>For ammonium perchlorate (the raw material in propellants for rockets and defense missiles), steady demand led to increased sales and profits.</li> <li>Electrodes experienced an increase in sales and profit due to strong replacement demand for seawater electrolysis applications.</li> <li>Perchloric acid sales and profit decreased due to sluggish overseas demand.</li> </ul>
 <b>Electronic materials</b>	+ 4%	<ul style="list-style-type: none"> <li>Sales of capacitor electrolytes have continued to decline due to the slowdown in demand for EVs. However, sales of high-value-added products—such as capacitor materials for high-efficiency circuits for high-end servers, a market undergoing remarkable growth—increased, resulting in higher sales and profit.</li> </ul>
 <b>Ceramic materials</b>	▲ 9%	<ul style="list-style-type: none"> <li>Sales across the entire product range decreased due to sluggish demand for abrasive grains for the automotive and steel sectors, resulting in lower sales and profit.</li> </ul>
 <b>Silicon wafers</b>	+ 7%	<ul style="list-style-type: none"> <li>Uncertainty remains due to excessive customer inventories and production adjustments. In the first half of the fiscal year, sales increased supported by demand from some customers, but profit declined due to the impact of factors such as the sluggish growth in sales of high-profit products and lower factory operating rates as a result of inventory adjustments.</li> </ul>
 <b>(Real Estate and Others)</b>		

# Base Area(Business Portfolio) segments

25,000

Net sales (Million of yen)

20,000

15,000

10,000

5,000

0

16,165

17,034

4,411

5,251

7,230




7,303

4,524

4,480

FY2025

FY2026

Segments	Rate of change	Explanations by Segment
 <b>Bottling</b>	▲1%	Orders and operations for all production lines (ambient-temperature aseptic filling production line, hot-temperature filling production line, and can production line) remained steady. However, it was not enough to cover the impact of the first quarter's reduced sales, resulting in decreased sales. On the other hand, profit increased due to cost reduction and other initiatives.
 <b>Metal Working</b>	+1%	<ul style="list-style-type: none"> <li>•Sales of anchors for use inside heat-resistant furnaces and retainers for dust collectors were supported by renewal demand arising from regular maintenance at steel mills, cement factories, and waste treatment facilities, but sales nevertheless decreased in the second half of the fiscal year due to projects coming to a close and other factors. On the other hand, profitability improved and profit increased due to factors such as progress in price optimization.</li> <li>•Various metal springs and pressed products were affected by production cuts at construction machinery-related customers; however, a recovery among automobile-related customers and efforts to maintain appropriate prices and improve productivity led to increased sales and profits.</li> </ul>
 <b>Engineering Services</b>	+19%	<ul style="list-style-type: none"> <li>•For engineering and construction work, sales increased due to the impact of increased internal engineering work projects. However, profits decreased due to the intensifying competitive environment in the construction sector.</li> <li>•In industrial paints and painting work, while sales of industrial paints remained solid, sluggish demand for construction machinery led to a reduction in the number of painting jobs handled, resulting in lower sales and profits.</li> <li>•Demand for structural design remained steady, mainly for seismic reinforcement design; however, the impact of accounting treatment on certain detailed design projects resulted in flat sales. Moreover, due to an increase in general and administrative expenses, profit decreased.</li> </ul>

# Full Year Plan for FY2027

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# FY2027 Plan

- ◆ Uncertainty regarding the future remains extremely high due to such risks as supply disruptions and rising costs stemming from conditions in the Middle East.

(Millions of yen)		FY2026 Results	FY2027 Plan	Change	Rate of change
Net sales	1 <sup>st</sup> half	17,763	17,300	▲463	▲2.6%
	<b>Full year</b>	36,247	<b>37,200</b>	+ 953	+ 2.6%
Operating profit	1 <sup>st</sup> half	1,504	1,100	▲404	▲26.8%
	<b>Full year</b>	3,459	<b>3,200</b>	▲259	▲7.4%
Ordinary profit	1 <sup>st</sup> half	1,657	1,200	▲457	▲27.5%
	<b>Full year</b>	3,755	<b>3,300</b>	▲455	▲12.1%
Net profit	1 <sup>st</sup> half	1,149	1,400	+ 251	+ 21.8%
	<b>Full year</b>	2,976	<b>3,000</b>	+ 24	+ 0.8%
Dividend per share	<b>Per share</b>	42 yen	<b>42 yen</b>	±0	-

# Plans by Business Segments

- ◆ Uncertainty regarding the future remains extremely high due to such risks as supply disruptions and rising costs stemming from conditions in the Middle East.

(Millions of yen)	Net Sales			Operating Profit		
	FY2026 Results	FY2027 Plan	Change	FY2026 Results	FY2027 Plan	Change
Chemical Products	21,977	24,000	+ 2,023	1,858	2,100	+ 242
Bottling	4,480	3,600	▲880	378	0	▲378
Metal working	7,303	7,400	+ 97	602	620	+ 18
Engineering Service	5,251	5,800	+ 549	795	650	▲145
Subtotal	39,013	40,800	+ 1,787	3,635	3,370	▲265
Total	36,247	37,200	+ 953	3,459	3,200	▲259

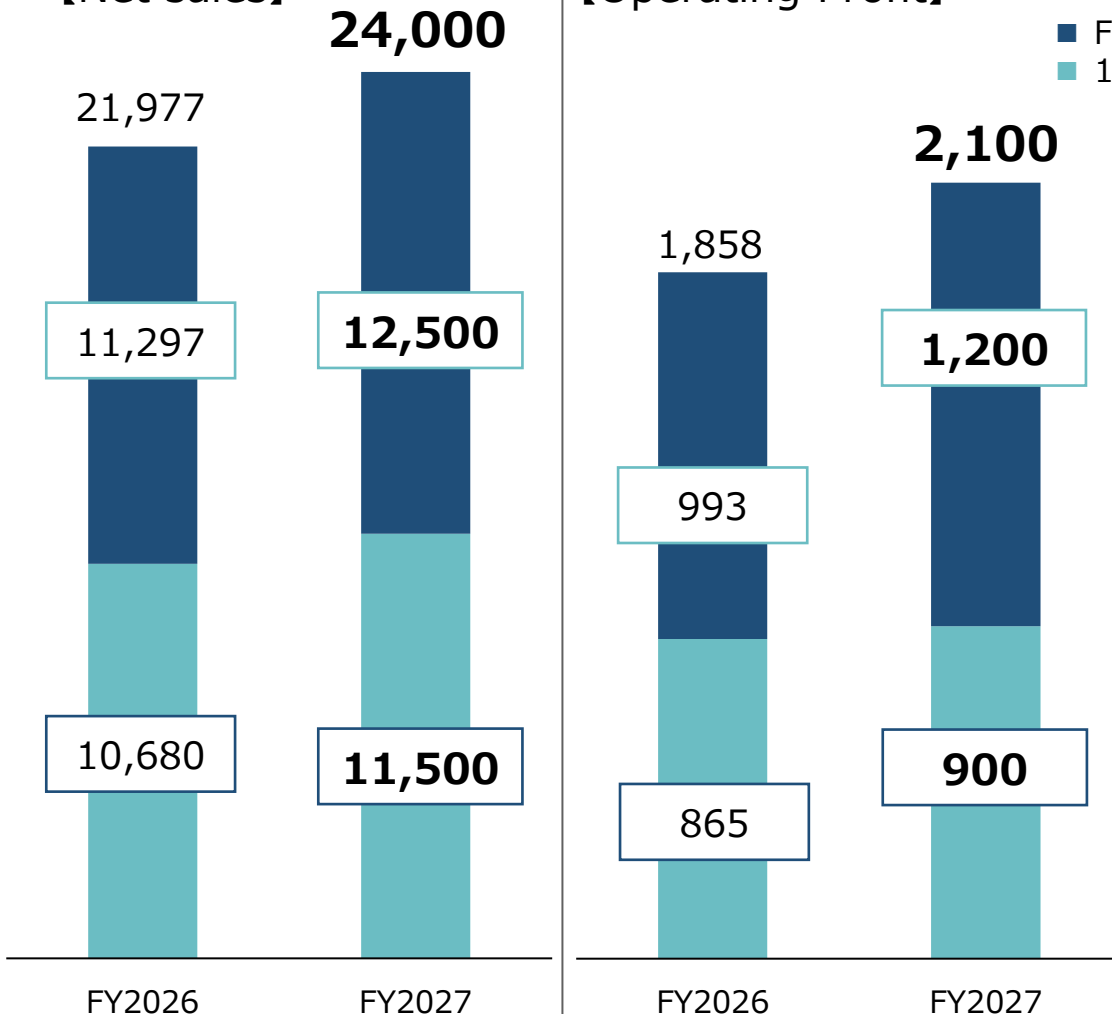
# Chemical Products Business

【Net sales】

【Operating Profit】

(Millions of yen)

■ Full year  
■ 1<sup>st</sup> half



## Chemical products

(Industrial explosives, Automotive emergency flares etc.)

Demand is expected to remain firm, as in the previous fiscal year. We will continue efforts to reflect appropriate pricing..

## Material assessment service

As EV demand slows, the adjustment period at some customers is expected to continue.

We aim to increase laboratory utilization not only through repeat business from existing projects, but also by acquiring new customers.

## Chemicals (Sodium chlorate, Ammonium perchlorate etc.)

For sodium chlorate, a raw material used in paper and pulp bleaching, sales volume is expected to increase year on year. For ammonium perchlorate, a raw material for propellants, we plan to increase sales in line with demand forecasts.

## Electronic materials

Demand for electronic components for high-end servers is expected to continue increasing, as in the previous fiscal year. In addition, we also expect a recovery in demand for automotive applications, and both sales and profit are expected to grow.

## Ceramics

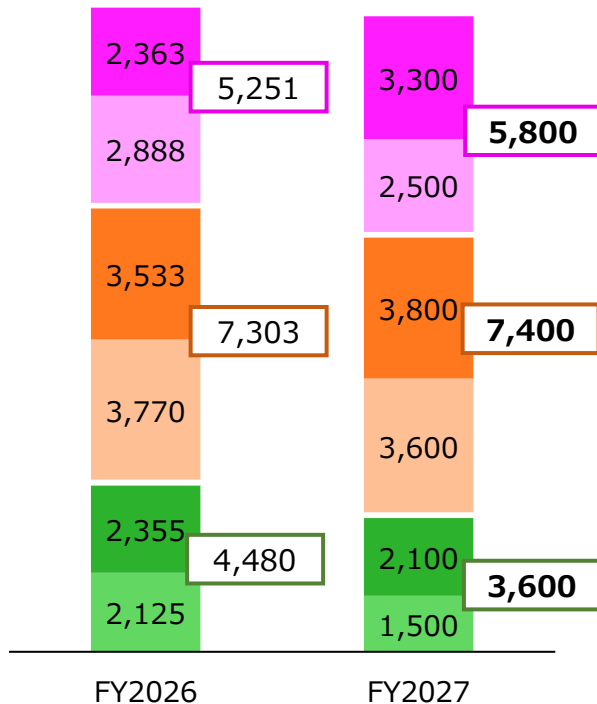
Demand conditions are expected to remain firm, with no major change from the previous fiscal year.

## Silicon wafers

A recovery in the market is expected to remain challenging this fiscal year as well. We aim to improve performance by further promoting structural reforms through production optimization, efficiency improvements, and price revisions. We will also continue to explore the development and mass production of high-value-added products.

# Base Area(Business Portfolio) segments

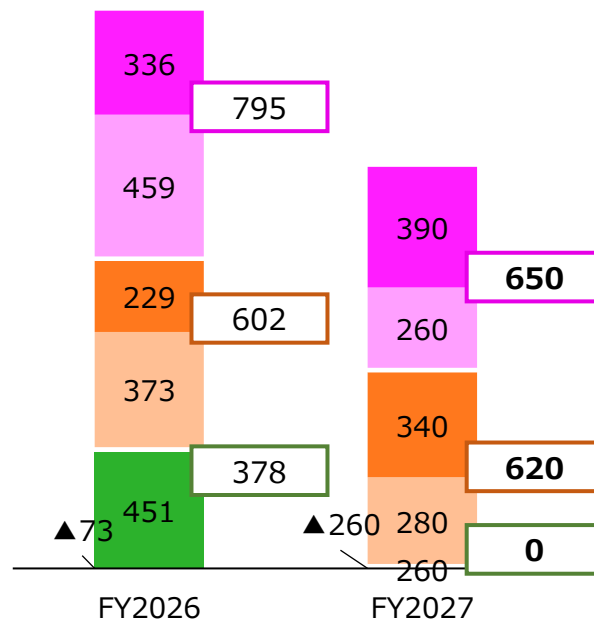
## 【Net Sales】



## 【Operating profit】

(Millions of yen)

■ Full year  
■ 1st Half



### ■ Bottling

One of our PET beverage production lines will undergo renovation work over a nine-month period from April to December. Since production will be limited to only two lines — one PET beverage production line and one canned beverage production line — through the third quarter, we expect business performance this fiscal year to decline significantly. Performance is expected to recover from the next fiscal year (ending March 2028) onward.(For details, please refer to p. 15.)

### ■ Metal Working

Both the heat-resistant metal products segment and the metal springs and stamped products segment are expected to remain firm, as in the previous fiscal year. We will continue to promote production efficiency improvements and the acquisition of new projects.

### ■ Engineering Services

The main factor behind the decline in profit is the construction and equipment installation segment, reflecting a decrease in in-house projects and intensifying competition in securing external projects. The paint and coating segment and the structural design segment are expected to remain firm in line with domestic economic trends.

# Reference: Current Status of the Bottling Segment

## ◆ The bottling segment has 3 production lines in total:

- ① Can Line
- ② PET Line (Hot pack)     …… A production line that sterilizes PET bottles using heat
- ③ PET Line (Non-Steriant)     …… A production line that aseptically fills products at room temperature in a sterile environment

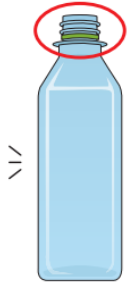
The PET line in item ② is being upgraded from a hot-pack system to an aseptic filling system

→ Most of our core PET beverage products are already aseptic products, and we expect further market penetration going forward.

The new line will enable us to produce a wider range of products, enhancing our competitiveness in the industry.

**ライン更新によりアセプティック品が製造可能に**

低コスト&軽量&環境に優しい  
最新トレンドペットボトル

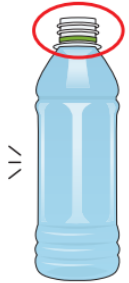


押すと  
ペコペコ  
する!

アセプティック品

- ・飲み口が透明
- ・樹脂量が少なく、薄肉なボトル
- ・樹脂量が少なく、環境に優しい

従来品

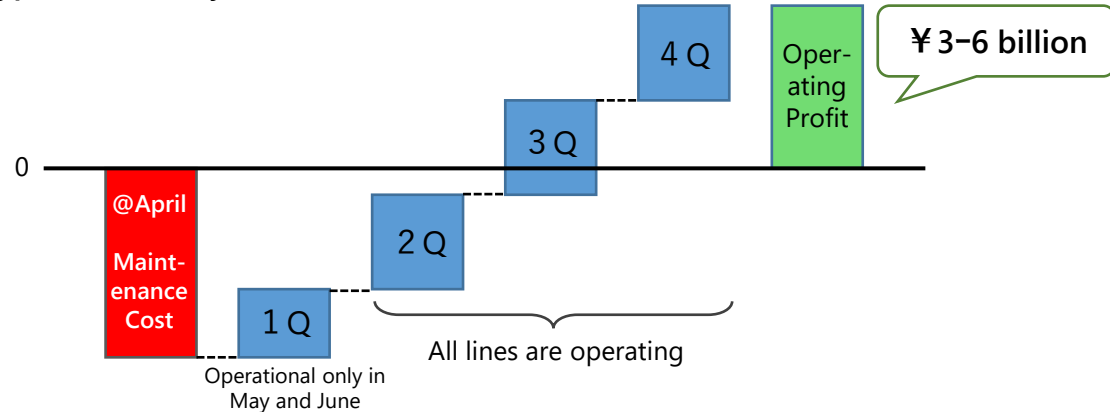


かための  
ボトル!

ホットパック品

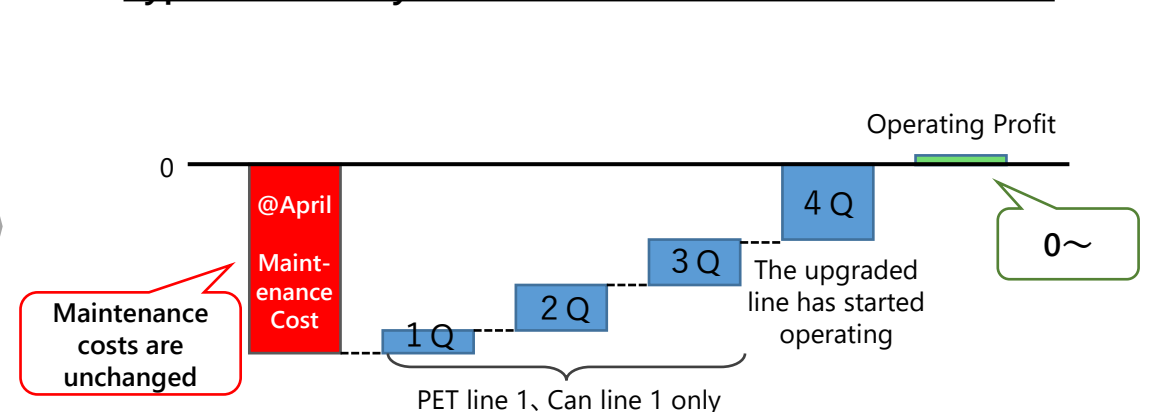
- ・飲み口が白色
- ・樹脂量が多く、肉厚なボトル
- ・樹脂量が多く、  
資材コストが下がりにくい

**Typical Quarterly Profit Trend in Normal Years**



As part of beverage manufacturing, scheduled maintenance is always carried out for one month in April, including cleaning and sterilization of all lines and piping. From May onward, production resumes and generates profit while covering the maintenance costs.

**Typical Quarterly Profit Trend in the Current Fiscal Year**



Through the third quarter, production will be limited to only two lines — one PET beverage production line and one canned beverage production line. While these lines will generate sales and profit, performance is expected to only cover the scheduled maintenance costs

# Mid-Term Management Plan **C**hallenge2027 Rolling Plan 2026

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- 1 . Review of Business Environment: Changes in FY2026
- 2 . Growth Vision of Carlit
- 3 . Capital Allocation Concept
- 4 . Capital Investments
- 5 . Space and Defense Solid Propellants (Ammonium Perchlorate)
- 6 . Human Capital Investments
- 7 . Capital Profitability and Market Valuation

# 1. Review of Business Environment: Changes in FY2025

## ◆ Environmental changes in FY2026

### Social and Economic Environment

- ✓ Persistent inflation driven by rising costs of materials, energy, logistics and other inputs
  - ✓ Growing geopolitical risks, including developments in Ukraine, the Middle East and Taiwan, have become increasingly normalized
- **This is leading to a change in thinking regarding security in response to geopolitical risks**

### Requests for Listed Companies

- ✓ Further Advancement of Management with an Awareness of Capital Costs
- ✓ Clarify the growth investment story and strengthen disclosure of non-financial information
- ✓ Optimize the business portfolio by clearly defining selection and concentration

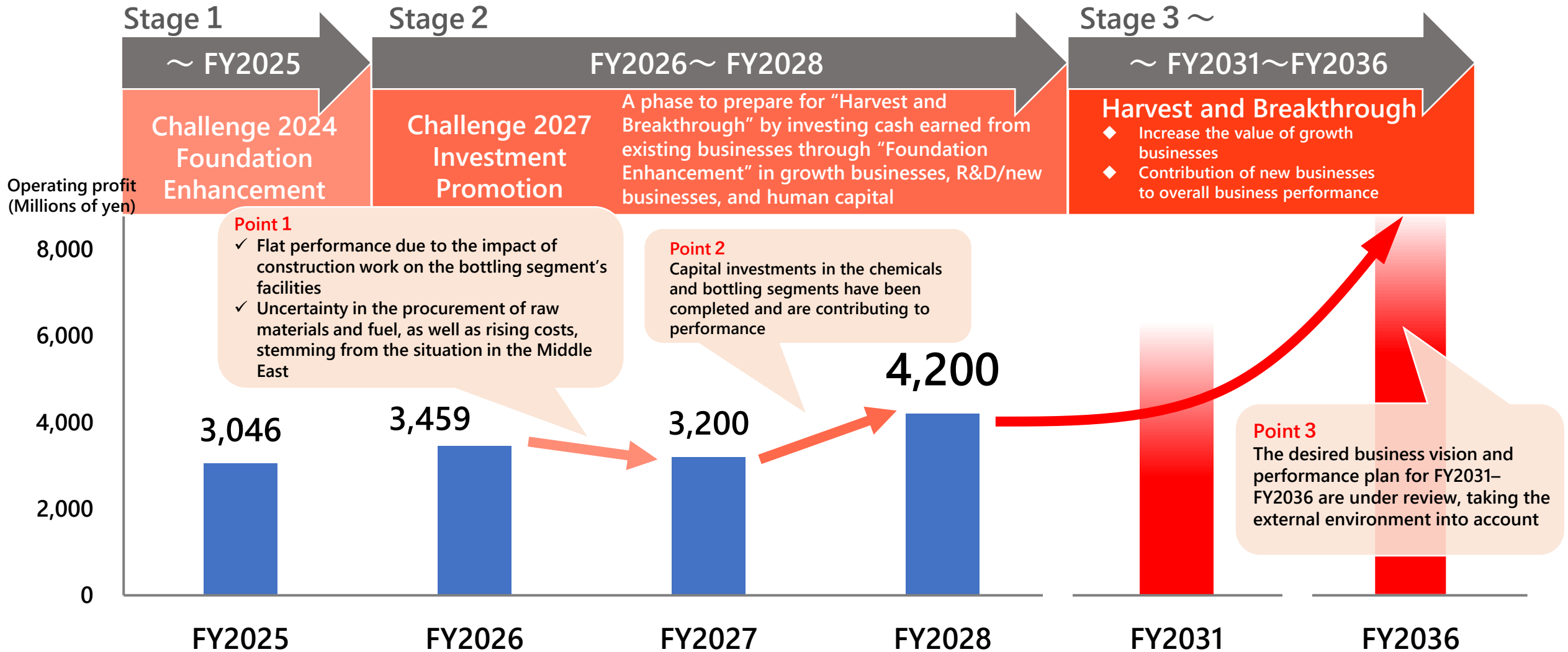
## ◆ Our situation in FY2026

- ✓ Record-high profit, with operating profit exceeding ¥3.4 billion
- ✓ Capital investment in additional ammonium perchlorate production capacity and R&D for solid propellants progressed smoothly, with key strategic businesses performing well

**Planning Further Business Development Investments, Focusing on Key Strategic Businesses While Taking External Environmental Changes into Account**

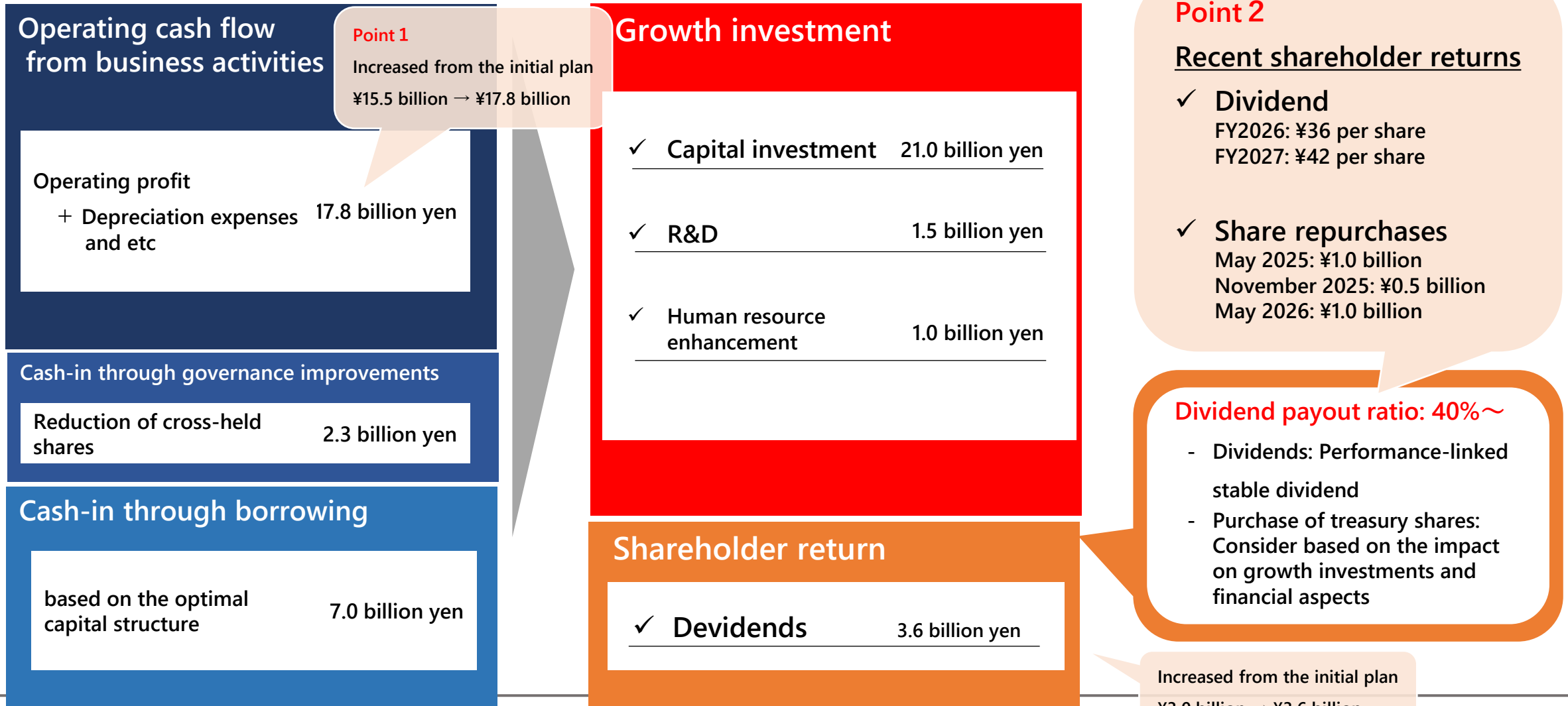
# 2. Growth Vision of Carlit

◆ Growth Vision Toward 2035 and Progress of the Medium-Term Management Plan “Challenge 2027”



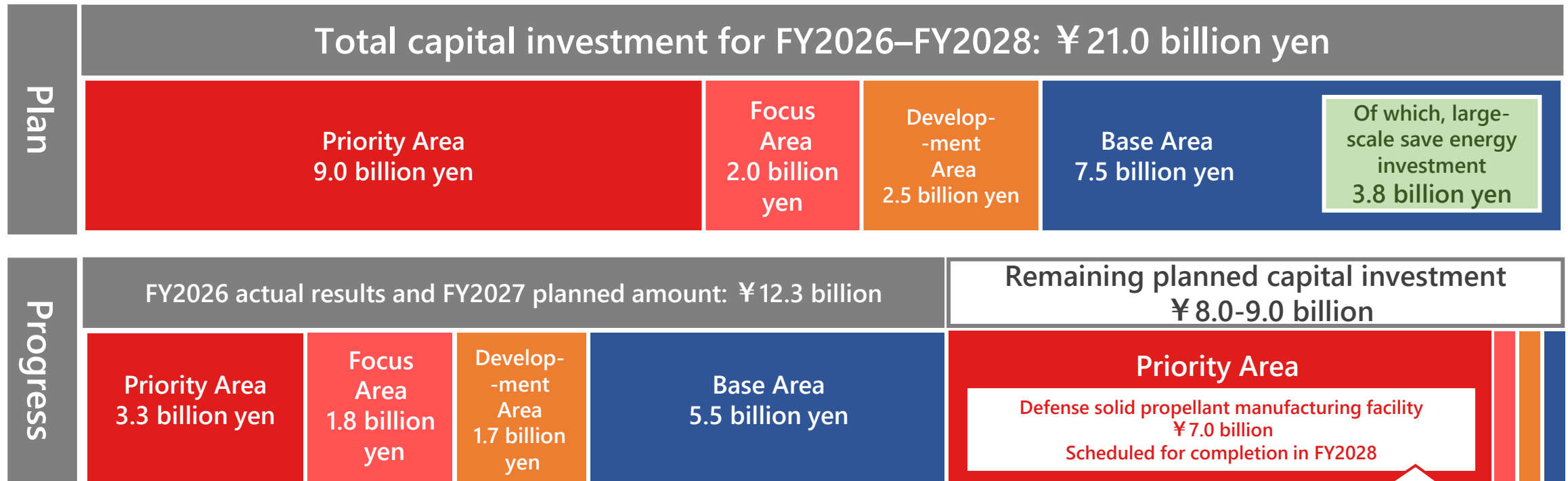
# 3. Capital Allocation Concept

## ◆ Current Status and Approach to Capital Allocation During “Challenge2027” Plan Period



# 4. Capital Investments

## ◆ Progress of Capital Investments During FY2025–FY2026



- Capital investments are being executed with a focus on key strategic areas in line with the Challenge 2027 plan
- A beverage production line that will significantly reduce CO2 emissions is scheduled to be introduced in winter FY2027
- We are also advancing the review of the next capital investment plan in light of changes in the external environment

Of the total ¥8.0 billion, approximately ¥1.0 billion will be recognized in FY2026–FY2027

# 5. Space and Defense Solid Propellants (Ammonium Perchlorate)

◆ Leveraging a Stable Ammonium Perchlorate (AP) Supply Base to Promote Mass Production of Solid Propellants and Expansion into Adjacent Areas, and to Develop This into a Core Growth Business in the 2030s

2025-2027

### Changes in the External Environment

- Defense buildup program
- Revision of the guidelines for the operation of the Three Principles on Transfer of Defense Equipment and Technology
- Expansion of the space business

### Establishing the Foundation

- Completed the first phase of AP production capacity expansion investment; full-scale operation to begin in 2027  
→ Building a supply capacity that is two to three times larger than in FY2024
- **Initiated strategic business development for space development and defense applications**  
→ Further equipment and new plant investments, Acquisition of land for business development, etc.

2028-2030

### Scaling Up Mass Production

- Operate the new solid propellant plant for defense applications and transition to full-scale mass production
- Begin mass production for defense applications and expand into the space applications market
- Expand the lineup of compatible launch vehicles and increase the number of adopted platforms

2030-2035

### Expansion into Adjacent Areas and Higher Profitability

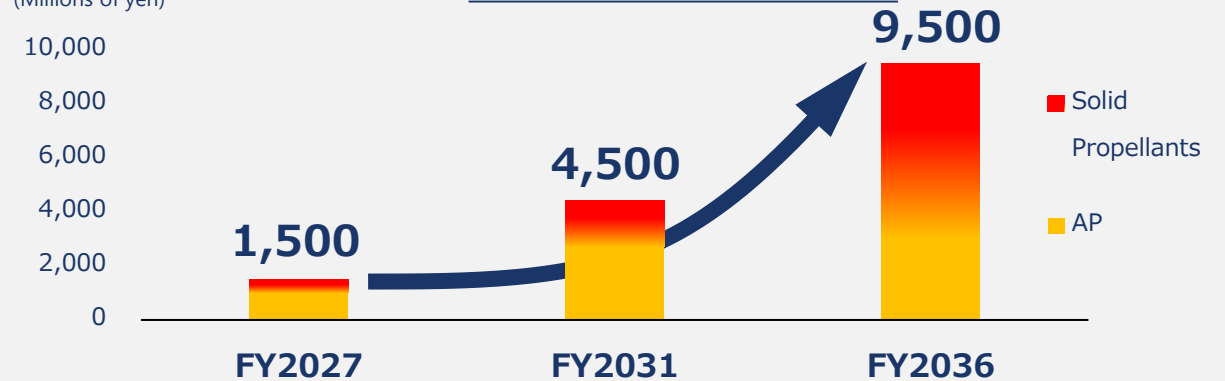
- Develop proprietary propellants
- Expand into new defense items, related components, and contract-based services
- Evolve into an integrated value-added business from raw material supply

### Memo : Carlit's Competitive Advantages

- Stable AP supply base supported by an integrated production system
- Extensive know-how in handling explosives and hazardous materials accumulated over many years
- High business scalability through integrated operations spanning raw materials, propellants, and adjacent areas

Net Sales (Millions of yen)

### Sales Growth Outlook



# 6. Human Capital Investments

- ◆ We position **“employee engagement”** as an important evaluation metric for enhancing corporate value, and will create the next growth phase by fostering a virtuous cycle in which employee growth drives corporate growth.

## Employee Engagement: +6.5 Pt\* (~FY2028)

※FY2026 : 63.5%



### 1. Back to our founding spirit of challenge

Purpose: Enhancing competitiveness and growth potential

Key Initiatives: Early problem solving through 1-on-1 meetings  
Encouraging challenge opportunities  
Utilizing digital and IT technologies

### 2. Talent management for value creation

Purpose: The active engagement of talent who enhance corporate value

Key Initiatives: Talent development through delegation of authority  
Strengthening evaluator development to ensure accurate observation and evaluation

### 3. Promoting a workstyle mindset

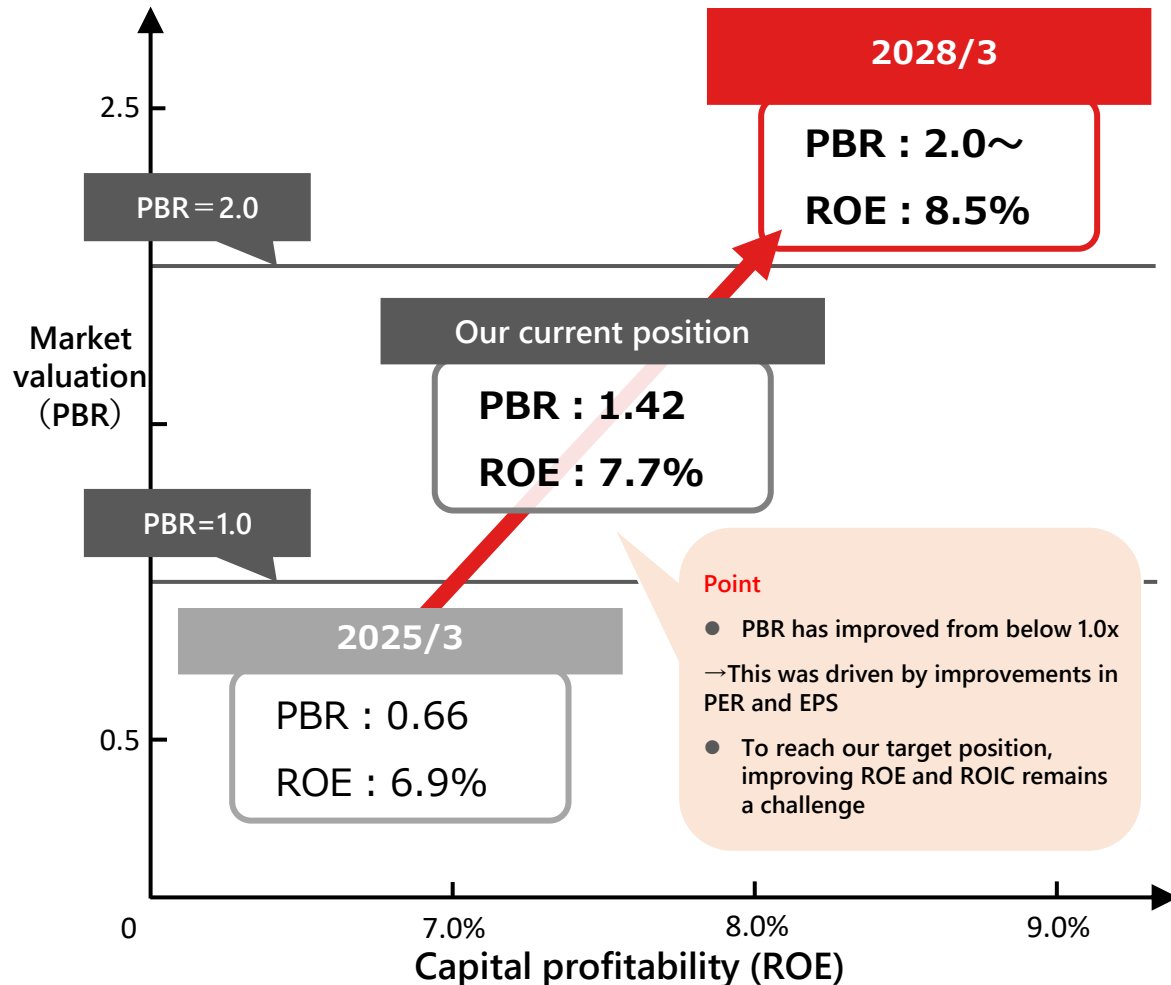
Purpose: Improving collaboration awareness and employee satisfaction

Key Initiatives: Regular group discussions to share failure cases and success stories

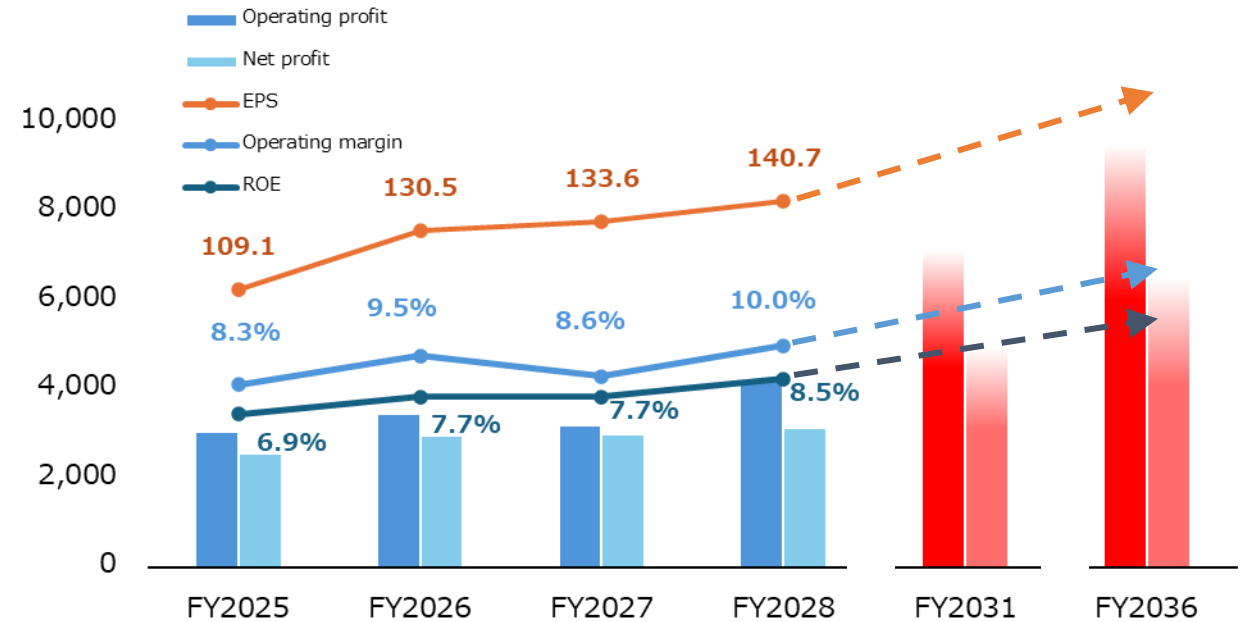
# 7. Capital Profitability and Market Valuation

- ◆ Market valuation has improved significantly. We will continue to consider measures to enhance profitability in line with our cost of capital.

## Analysis on capital profitability and market valuation



## Trends in capital profitability



- ✓ We will seek to **improve operating profit margin** and aim for an ROE that exceeds the cost of capital
- ✓ We will pursue stable **EPS growth**, which forms the foundation of corporate value

The forward-lookings statements about the Carlit Group's earnings forecasts contained in this document are based on the certain assumptions that we believe to be reasonable at the present time. Therefore, actual results may differ materially from the forecasts.

The following is a list of the main factors that may affect the Company's earnings , but new factors may arise.

- ① Global economic and social situation and trends in regulations such as taxation, and other laws ,etc.
- ② Exchange rate
- ③ Stock market quotation
- ④ Product supply-demand situation and procurement environment
- ⑤ Financing environment
- ⑥ Granting and licensing of important patents and patent-related disputes, etc.
- ⑦ Regulations and issues related to the environment
- ⑧ Defects in products or services
- ⑨ Litigation and other legal proceedings
- ⑩ Rapid technological changes and the timing of development, manufacturing, and market launch of products using new technologies
- ⑪ Business restructuring
- ⑫ Information Security
- ⑬ Major disaster
- ⑭ Social and political turmoil due to terrorism, war, infectious disease pandemics, etc.
- ⑮ Important matters concerning directors, major shareholders, affiliates, etc. of the company

# **For Confidence and Infinite Challenges**



## **Giving Shape to Infinite Possibilities**

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