

To our shareholders:

NOTICE OF THE FY2024 ORDINARY GENERAL MEETING OF SHAREHOLDERS

**Other Matters through Electronic Provision
(Matters Not on the Document Provided)**

Eagle Industry Co., Ltd.

(Start Date of Measures for Electronic Provision : May 22, 2025)

Business Report

- Among Items Related to the Current Status of the Corporate Group,
“main business contents,” “major sales offices and factories,” “status of employees” and “status of major lenders”
 - Among Items Related to Company Officers, “Items related to Outside Officers”
 - Items Related to Company Shares
 - Items Related to Stock Acquisition Rights
 - Status of the Accounting Auditor
 - Structure to Ensure Appropriate Operations and Operational Status of Said Structure
- Consolidated Financial Statements “Consolidated Statement of Shareholders’ Equity” and “Notes to Consolidated Financial Statements”
- Non-Consolidated Financial Statements “Balance Sheets,” “Statements of Income,” “Statement of Shareholders’ Equity” and “Notes to Non-Consolidated Financial Statements”
- Accounting audit report on Non-Consolidated Financial Statements

In accordance with laws and regulations and the Company’s Articles of Incorporation, the above items are not included in the paper-based documents sent to our shareholders who requested to delivery of paper-based documents.

BUSINESS REPORT

(April 1, 2024 through March 31, 2025)

1. Items Related to the Current Status of the Corporate Group

(7) Main Business Contents (As of March 31, 2025)

Our group is developing business activities in the five business segments as below:

Segment	Business/Main products
Automotive and Construction Machinery Industries	Mechanical seals and special valves for automotive and construction machinery industries and special valves for power industry
General Machinery Industry	Mechanical seals for industrial machinery, refinery and petrochemical plants
Semiconductor Industry	Seals for semiconductor manufacturing equipment and precision bellows for electronics device and precision equipment
Marine Industry	Stern tube seals and stern tube bearings, repair and maintenance of such products
Aerospace Industry	Seals for aircrafts and rocket engines and sensors

(8) Major Sales Offices and Factories (As of March 31, 2025)

① Principal place of business

Company Name	Place	
Eagle Industry Co., Ltd. (Our Company)	Head Office	Minato-ku, Tokyo
	Branch	Sendai (Aoba-ku, Sendai), Mito (Mito, Ibaraki), Kita-Kanto (Kumagaya, Saitama), Tokyo (Minato-ku, Tokyo), KEMEL Tokyo (Minato-ku, Tokyo), Nagoya (Naka-ku, Nagoya), Osaka (Suita, Osaka), Kobe (Akashi, Hyogo), KEMEL Kobe (Hyogo-ku, Kobe), Hiroshima (Higashi-ku, Hiroshima), KEMEL Hiroshima (Kure, Hiroshima), Kyushu (Hakata-ku, Fukuoka)
	Factory	Saitama (Sakado, Saitama), Okayama (Takahashi, Okayama), Tsukuba (Tsukuba, Ibaraki), Takasago (Takasago, Hyogo), Kure (Kure, Hiroshima)

② Subsidiaries by segment

a. Automotive and Construction Machinery Industries

Company Name	Place	
Shimane Eagle Co., Ltd.	Head Office/ Factory	Shimane (Utsunomiya, Shimane)
Okayama Eagle Co., Ltd.	Head Office/ Factory	Okayama (Takahashi, Okayama)
Hiroshima Eagle Co., Ltd.	Head Office	Minato-ku, Tokyo
	Factory	Hiroshima (Yamagata, Hiroshima)
Eagle Industry Taiwan Corporation	Head Office/ Factory	Taiwan
Eagle Industry (Wuxi) Co., Ltd.	Head Office/ Factory	China
NEK Co., Ltd.	Head Office/ Factory	South Korea
EKK Eagle (Thailand) Co., Ltd.	Head Office/ Factory	Thailand
P.T. Eagle Industry Indonesia	Head Office/ Factory	Indonesia
EKK Eagle Products India Pvt. Ltd.	Head Office/ Factory	India
Eagle Industry France S.A.S.	Head Office/ Factory	France
Eagle Simrax B.V.	Head Office/ Factory	Netherlands
Eagle Industry Hungary Kft.	Head Office/ Factory	Hungary
EKK Eagle Industry Mexico, S.A. de C.V.	Head Office/ Factory	Mexico
Eagle ABC Technology S.A.S.	Head Office/ Factory	France
EKK Eagle America Inc.	Head Office	US

b. General Machinery Industry

Company Name	Place	
EagleBurgmann Japan Co., Ltd.	Head Office	Minato-ku, Tokyo
	Factory	Niigata (Gosen, Niigata), Saitama (Sakado, Saitama)
EBI Asia Pacific Pte. Ltd.	Head Office/Factory	Singapore
EagleBurgmann India Pvt. Ltd.	Head Office/Factory	India

c. Semiconductor Industry

Company Name	Place	
Eagle Industry Niigata Co., Ltd.	Head Office	Minato-ku, Tokyo
	Factory	Niigata (Gosen, Niigata)

d. Marine Industry

Company Name	Place	
Eagle Highcast Co., Ltd.	Head Office	Minato-ku, Tokyo
	Factory	Gotsu, Shimane
KEMEL Europe Ltd.	Head Office	UK
EKK Eagle Asia Pacific Pte. Ltd.	Head Office	Singapore

e. Aerospace Industry

Company Name	Place	
Valcom Co., Ltd.	Head Office/Factory	Toyonaka, Osaka
	Branch	Kanto (Kanagawa-ku, Yokohama), Tokai (Meito-ku, Nagoya), Kansai (Toyonaka, Osaka), Kyushu (Hakata-ku, Fukuoka)
Eagle Industry Hokkaido Co., Ltd.	Head Office/Factory	Hokkaido (Yamakoshi, Hokkaido)

(9) Status of Employees (As of March 31, 2025)

① Number of Employees of the Group

Segment	No. of Employees
Automotive and Construction Machinery Industries	3,226 (681)
General Machinery Industry	1,942(353)
Semiconductor Industry	465(56)
Marine Industry	273(17)
Aerospace Industry	287(63)
Others (common)	75(35)
Total	6,268(1,205)

② Status of Employees of the Company

No. of Employees	Average Age	Average Years of Service
1,330 (350)	41.5	15.8 years

Note: The figures given in brackets are number of part-time and temporary workers on average per year.

(10) Status of Major Lenders (As of March 31, 2025)

Lender	Borrowing outstanding (Unit: Million Yen)
Sumitomo Mitsui Banking Corporation	10,244
MUFG Bank, Ltd.	8,477
Mizuho Bank, Ltd.	6,124

2. Items Related to Company Officers (As of March 31, 2025)

(5) Items related to Outside Officers

- ① Matters regarding significant concurrent positions as outside directors (and other officers) of other corporations and relationship between the Company and other organizations

Mr. Katsuhiko Shono, Director who are Audit & Supervisory Committee Member, is also an advisor and director of The Japan Society of Industrial Machinery Manufacturers. The Company has a business relationship with The Japan Society of Industrial Machinery Manufacturers for the payment of membership fees.

Mr. Takashi Koike, Director who are Audit & Supervisory Committee Member, is also Chairman and CEO of Koikeya Co., Ltd, and non-executive director of NISSIN CISCO Co., Ltd. There is no special relationship between the Companies and the each concurrent organization.

- ② Status of the main activities of each outside director for the fiscal year under review

Position	Name	Main Activities
Director	Makoto Kikkawa	He attended 12 out of 13 meetings of the board of directors and made comments as necessary for deliberations on proposals. At meetings of the board of directors, he played an appropriate role in ensuring the adequacy and appropriateness of decision-making, mainly by providing supervision and advice on the Company's overall business activities based on his knowledge from his experience in corporate management in financial institutions and business companies. In addition, as a member of the nomination and compensation committee, he attended 2 meeting of the committee and provided appropriate advice in the process of selecting candidates for directors and decision-making on directors' remuneration, etc.
Director (Audit & Supervisory Committee Member)	Katsuhiko Shono	He attended 13 out of 13 meetings of the board of directors, 9 out of 9 meetings of the Audit & Supervisory Committee and made comments as necessary for deliberations on proposals. At these meetings, he played an appropriate role in ensuring the adequacy and appropriateness of decision-making, mainly by providing supervision and advice on the Company's overall business activities based on his knowledge from his experience in the industrial machinery field. In addition, as a member of the nomination and compensation committee, he attended 2 meeting of the committee and provided appropriate advice in the process of selecting candidates for directors and decision-making on directors' remuneration, etc.
Director (Audit & Supervisory Committee Member)	Masako Sakaguchi	She attended 13 out of 13 meetings of the board of directors, 9 out of 9 meetings of the Audit & Supervisory Committee and made comments as necessary for deliberations on proposals. At these meetings, she played an appropriate role in ensuring the adequacy and appropriateness of decision-making, mainly by providing supervision and advice on the Company's overall business activities based on her knowledge and experience in corporate legal matters as an attorney. In addition, as a member of the nomination and compensation committee, he attended 2 meeting of the committee and provided appropriate advice in

		the process of selecting candidates for directors and decision-making on directors' remuneration, etc.
Director (Audit & Supervisory Committee Member)	Takashi Koike	He attended 9 out of 9 meetings of the board of directors held after his appointment as a director,, 9 out of 9 meetings of the Audit & Supervisory Committee held after his appointment as a director and made comments as necessary for deliberations on proposals. At meetings of the board of directors, he played an appropriate role in ensuring the adequacy and appropriateness of decision-making, mainly by providing supervision and advice on the Company's overall business activities based on his knowledge from his experience in corporate management in business companies. In addition, as a member of the nomination and compensation committee, he attended a meeting held of the committee and provided appropriate advice in the process of selecting candidates for directors and decision-making on directors' remuneration, etc.

4. Items Related to Company Shares (As of March 31, 2025)

(1) Number of Authorized Shares	100,000,000
(2) Number of Shares Issued	49,757,821
(3) Number of Treasury Stock	3,504,661
(4) Number of Shareholders	17,638
(5) Major Shareholders	

Name of Shareholders	Number of Shares (Unit: Thousand)	Shareholding Ratio (%)
NOK Corporation	14,812	32.0
Freudenberg SE	3,800	8.2
The Master Trust Bank of Japan, Ltd. (Trust account)	3,381	7.3
The Dai-ichi Life Insurance Company, Limited	2,758	6.0
Eagle Industry Employees Shareholding Association	2,211	4.8
Custody Bank of Japan, Ltd. (Trust account)	1,229	2.7
The Master Trust Bank of Japan, Ltd. (the officer compensation BIP (Board Incentive Plan) trust system, 76761 unit)	802	1.7
Sumitomo Mitsui Banking Corporation	771	1.7
MUFG Bank, Ltd.	659	1.4
The Chugoku Bank, Ltd.	637	1.4

Note: The shareholding ratio is calculated after deducting the treasury stock (3,504,661 shares).

(6) Matters regarding shares granted to Company officers (including former officers) during the fiscal year as consideration for performance of duties

	Number of Shares	Number of Recipients
Directors (excluding Outside Directors and Directors who are Audit & Supervisory Committee Members)	--	--

Note: Details of the Company's stock compensation is in (4) Compensation, etc. for Directors and Corporate Auditors of "2. Items Related to Company Officers" in Business Report.

5. Items Related to Stock Acquisition Rights (As of March 31, 2025)

None

6. Status of the Accounting Auditor

(1) Name

Nihombashi Corporation, Incorporated Accounting Firm

Audits of financial statements of our major subsidiaries abroad were conducted by other accounting firms.

(2) Amount of remuneration of accounting auditor

① Amount of remuneration paid to accounting auditor

38 million yen

Notes: Regarding the audit contract between Eagle Industry and the Accounting auditor, audit fees for audit under the Corporate Law and those for audit under the Securities and Exchange Law are not clearly divided, and cannot be practically divided. Therefore, the above amount is the total sum of these two audit fees.

The Audit & Supervisory Committee conducted necessary study to see if the contents of audit plans, work performance of audits and the basis for quotation for audit fees of the Accounting auditor were appropriate, and as a result it agreed to the amount of audit fees paid to the Accounting auditor.

② Total amount of money or other economic benefits to be paid by the Company and the Company's subsidiaries

46 million yen

(3) Policies for determination of dismissal or refusal of reelection

If the Audit & Supervisory Committee thinks it necessary to remove or not to reappoint the Accounting auditor due to its performance, it will determine the contents of the motion as to the removal or no reappointment to be submitted to the shareholders' meeting.

If any one of the clauses of Article 340, Paragraph 1 of the Companies Act is the case with the Accounting auditor, the Audit & Supervisory Committee removes it subject to the unanimous consent of Directors who are Audit & Supervisory Committee members. In such case, Director who are Audit & Supervisory Committee member designated by the Audit & Supervisory Committee announces the fact and the reason of the removal in the immediate shareholders' meeting to be held after the removal.

7. Structure to Ensure Appropriate Operations and Operational Status of Said Structure

(1) System to ensure appropriate operation management

The company set the following basic policies to ensure that the directors' execution of their duties is in conformity with the laws and regulations and the articles of association of the company, and other business activities are implemented appropriately. In addition, The Company has revised this basic policy since it transitioned to a company with the Audit & Supervisory Committee on June 25, 2024

① System to manage information relating to the directors' execution of their duties

The company shall designate responsible sections for the management of minutes of shareholders' meetings, the board of directors and other meetings, and also circular approval documents in accordance with the laws and regulations, the articles of association of the company and the company's internal rules etc. so that directors can examine them.

② System to manage the risk of loss

In accordance with risk management policy and risk management rule, the company shall establish risk management subcommittee under the sustainability committee and review risk preventive measures on a regular basis, and conduct case study continually to prepare for contingencies.

- ③ System to ensure effective directors' execution of their duties
The directors shall ensure that the board of directors are held in accordance with rules of the board of directors where they define each director's responsibilities, decide important issues and confirm implementation status of business activities, and appoint officers as responsible manager to operate each business unit and division and delegate authorities to the officers for speedy execution of tasks and achievement of targets and supervise the officers. And also the directors define responsibilities of high-ranking supervisory employees and decision making rules as per the responsibility and authority rules. Also the directors shall ensure that execution of their duties is appropriate and effective by checking implementation status of business plans, management plans and operation plans through management meetings and business diagnosis that are held on a regular basis.
- ④ System to ensure that execution of duties of the directors and supporting employees are in accordance with the laws and regulations and the articles of association of the company
The company shall set "EKK compliance rule" and "EKK employee compliance code of conduct" based on "EKK Charter of Corporate Behavior", clarify its stance of emphasizing compliance and ensure the system which is in accordance with the laws and regulations, the articles of association of the company and the internal rules.
- ⑤ System for appropriate business activities of the group
- a. System of reporting of issues relating to subsidiaries' directors' execution of their duties to the company
In accordance with the internal audit regulations, the department in charge of managing subsidiaries shall have them report their business situations and check the matters reported, and each Office or Division (responsible departments of the headquarters) shall give necessary instructions and support to subsidiaries regarding each responsible activity, and have them report the progress and check the progress reported in accordance with policies and measures based on management plans, etc.
 - b. Regulations and other systems related to the management of the risk of loss of subsidiaries
In accordance with the internal audit regulations, responsible departments of the headquarters and the department in charge of managing subsidiaries shall have subsidiaries establish risk management system and report implementation status regularly, and review it if necessary.
 - c. System to ensure subsidiaries' directors' execution of their duties is effective
The company shall hold management meetings on a regular basis where the company and subsidiaries' management and manager attend to share information and pursue management transparency. In the management meetings, the attendees report and discuss management and business plans to secure effective management of the group.
 - d. System to secure subsidiaries' directors and supporting employees' execution of their duties is in accordance with the laws and regulations and the articles of association of each company
In accordance with the internal audit regulations, the company shall have subsidiaries establish code of conduct, compliance rule and employee compliance code of conduct, have them understand such contents, have them clarify that they emphasize compliance in their business activities and have them ensure the system which is in accordance with the laws and regulations, the articles of association of each company and the internal rules.
The company, based on the internal audit regulations regarding financial reporting, shall take measures to maintain the reliability of the group company's financial reporting based on the directors' instructions.
- ⑥ Issue relating to employee who supports the Audit & Supervisory Committee in the event that Audit & Supervisory Committee Members request the company to appoint such employee and Maintaining the independence of employees who supports Audit & Supervisory Committee members from Director and enhancing the effectiveness of instructions to employees

In the event that the Audit & Supervisory Committee requests the appointment of directors and employees to assist the Audit & Supervisory Committee in their duties, the Board of Directors and Employees shall decide on the duties and selection of such directors and employees in consultation with the directors who are members of the Audit & Supervisory Committee, and shall maintain a certain degree of independence from the executive departments.

Directors and employees who are responsible for assisting the duties of the Audit & Supervisory Committee shall ensure the effectiveness of their duties by attending major meetings attended by the Audit &

Supervisory Committee and other directors who are members of the Audit & Supervisory Committee, and by acting in accordance with the audit policy and audit plan formulated by the Audit & Supervisory Committee.

⑦ The following systems and system for other Group companies to report to the Company's Audit & Supervisory Committee

- a. System for directors (excluding Directors who are Audit & Supervisory Committee members), auditors, employees, etc. of the corporation and its subsidiaries to report to the Audit & Supervisory Committee of the Company, and system to ensure that those who make such reports are not treated unfavorably because of such.

In accordance with the Internal Control Regulations, the Company's internal auditors shall conduct internal audits of the system to ensure the appropriateness of the Group's operations, and report the results to the Audit & Supervisory Committee. In addition, the Audit & Supervisory Committee shall give instructions to the Internal Auditors regarding audits as necessary.

In addition, in accordance with the Whistleblowing Regulations, the Company shall establish a system for appropriately responding to whistleblowing regarding acts that violate laws and regulations with respect to officers and employees of the Group, establish a system that allows whistleblowing to be reported to the Audit & Supervisory Committee, and prohibit disadvantageous treatment of officers and employees who make such reports.

- b. Matters concerning procedures for advance payment or reimbursement of expenses incurred by Audit & Supervisory Committee members in connection with the execution of their duties (limited to those related to the duties of Audit & Supervisory Committee members), and other policies regarding the processing of expenses or liabilities incurred in the execution of such duties.

The Company shall secure the expenses for the Audit & Supervisory Committee's execution of duties in compliance with audit policy and schedule prepared by the Audit & Supervisory Committee, based on the Audit & Supervisory Committee's rule.

- c. System to ensure that audits by the Audit & Supervisory Committee of the Company are conducted effectively

In order to supervise the execution of duties by Directors, the Company shall ensure a system that enables directors who are Audit & Supervisory Committee members to attend meetings of the board of directors and other important meetings and to investigate the status of operations and finances in accordance with the audit policy and audit plan formulated by the Audit & Supervisory Committee in accordance with the Audit & Supervisory Committee's rule. In addition, Accounting Auditor and Directors who are Audit & Supervisory Committee members shall exchange opinions on a regular basis.

(2) Status of the operation of system to assure appropriate operation management

- ① Status of system to ensure the appropriateness of directors' duties and risk management & compliance system

The company established a system to ensure the appropriateness of directors' duties by holding important meetings such as board of directors' meetings in accordance with the laws and regulations, the articles of association of the company and rules etc. Sustainability activities, risk management and compliance of the group are becoming increasingly important due to the business activities' diversification, globalization and the realization of a sustainable society. Therefore, the company established a sustainability committee to promote sustainable activities and a risk management subcommittee under the sustainability committee identifies and assesses risks in our business activities to prepare for contingencies. In addition, the company set "EKK compliance rule" and "EKK employees compliance code of conduct" based on "EKK Charter of Corporate Behavior" designed for all group employees and strived to enhance the morale of all employees in the course of their duties by ensuring that they were well informed of such contents.

- ② Status of system to ensure the appropriateness of operation of the group

Based on the internal audit regulations, the company established the system of compliance and risk management of subsidiaries, reported management situations regularly and ensured efficiency of the management of the group. The company conducted the assessment of the efficiency of the internal audit over financial reporting and found no material violations of law or the articles of association during the fiscal year under review. The company confirmed that the internal audit system was appropriately operated.

③ Status of system to ensure the effectiveness of the Audit & Supervisory Committee's audits

The company established a system in which Directors who are Audit & Supervisory Committee members attended important meetings such as management meeting including board of directors' meetings and they attended such necessary meetings. Directors who are Audit & Supervisory Committee members cooperated with operating departments to check operations and financial situations and used supporting employees in audits when necessary. Directors who are Audit & Supervisory Committee members exchanged opinions with the Accounting auditor, representative directors and outside directors.

The above report is described in accordance with the following rules.

1. Fractions below one million yen are omitted where the figures are stated in million yen units.
2. Fractions below one thousand shares are omitted where the number of shares is stated in thousand share unit.
3. Ratio of shareholding by major shareholders in the Company, average ages, and average service years of employees are stated by rounding the figures to the first decimal place.

CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY

(Apr. 1, 2024 to Mar. 31, 2025)

(Unit: Million Yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury share	Total shareholders' equity
Balance as of Apr. 1, 2024	10,490	11,819	79,415	(6,769)	94,956
Changes of items during period					
Dividends from surplus			(4,441)		(4,441)
Changes of scope of consolidation			(4)		(4)
Profit attributable to owners of parent			4,877		4,877
Purchase of shares of consolidated subsidiaries		7			7
Repurchase of treasury share				(1,020)	(1,020)
Disposal of treasury share				335	335
Net changes in items other than shareholders' equity					
Total changes of items during period	--	7	431	(684)	(245)
Balance as of Mar. 31, 2025	10,490	11,827	79,846	(7,454)	94,710

	Valuation and translation adjustments				Minority interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Accumulated other comprehensive income		
Balance as of Apr. 1, 2024	877	16,359	4,568	21,805	8,909	125,671
Changes of items during period						
Dividends from surplus						(4,441)
Changes of scope of consolidation						(4)
Profit attributable to owners of parent						4,877
Purchase of shares of consolidated subsidiaries						7
Repurchase of treasury share						(1,020)
Disposal of treasury share						335
Net changes in items other than shareholders' equity	(150)	(3,302)	767	(2,685)	(220)	(2,906)
Total changes of items during period	(150)	(3,302)	767	(2,685)	(220)	(3,152)
Balance as of Mar. 31, 2025	727	13,056	5,336	19,120	8,688	122,519

Notes to Consolidated Financial Statements

1. Notes Regarding Significant Accounting Policies for Preparation of Consolidated Financial Statements

(1) Scope of consolidation

① Status of consolidated subsidiaries

- Number of consolidated subsidiaries: 43
- Name of major consolidated subsidiaries
EagleBurgmann Japan Co., Ltd.
Eagle Industry (Wuxi) Co., Ltd.
NEK Co., Ltd.
EBI Asia Pacific Pte. Ltd.
EagleBurgmann India Pvt. Ltd.

② Status of unconsolidated subsidiaries

- Name of major unconsolidated subsidiaries
ARENA JAPAN Co., Ltd.
- Reason for excluding from the scope of consolidation
The total assets, sales, profit or loss for the period (amount corresponding to equity) and retained earnings (amount corresponding to equity) of the any unconsolidated subsidiary are small given the figures on the consolidated financial statements of the Company and do not have a significant impact on them as a whole.

(2) Application of equity method

① Status of associates accounted for using equity method

- Number of associates accounted for using equity methods: 38
- Name of major associates accounted for using equity methods
EagleBurgmann Germany GmbH & Co. KG

② Status of unconsolidated subsidiaries and associates not accounted for using equity method

- Name of major subsidiary or affiliate
ARENA JAPAN Co., Ltd.
- Reason for not applying equity method
The unconsolidated subsidiary not subject to equity method is small in size and has only a slight effect on the consolidated financial statements of the Company and has no significance as a whole in terms of net income or loss for the period (amount corresponding to equity) and retained earnings (amount corresponding to equity), etc., if they are excluded from object of the equity method.

(3) Matters related to change of scope of consolidation and application scope of equity method

- Change of scope of consolidation
Due to the increased importance of Eagle Industry Niigata Co., Ltd. in the current consolidated fiscal year, it is included in the scope of consolidation.
In addition, since Eagle Technology Taiwan Co., Ltd. was newly established, it is included in the scope of consolidation.

(4) Matters related to fiscal year of consolidated subsidiaries

NEK Co., Ltd. and other 32 companies' fiscal year ends on December 31, and the consolidated financial statements are based on the financial statements of tentative closing made as of the consolidated closing date.

(5) Matters related to Accounting policies

① Basis and methods for valuation of important assets

A. Available-for-sale securities

- Securities other than shares that do not have a market value;
...Fair value method (with the entire amount of valuation differences recorded directly into net assets, and the cost of sales calculated using the moving average method)
- Shares that do not have a market value; Cost method based on the moving average method

B. Derivative

Fair value method

- C. Inventories
Mainly moving average cost method (value on the consolidated balance sheet is calculated by writing down the book value based on the decline in profitability).
- ② Method of depreciation of significant assets
- A. Property, plant and equipment (excluding leased assets)
The straight-line method
- B. Intangible assets (excluding leased assets)
- Software for internal use
Software for internal use is amortized by the straight-line method over the available periods of five years.
 - Other Intangible Assets
Other intangible assets are amortized by the straight-line method.
- C. Leased assets
Leased assets are depreciated over the lease period using the straight-line method with no residual value.
- ③ Standard for important allowance & reserve
- A. Allowance for doubtful accounts
In order to prepare for losses on doubtful accounts, allowances for doubtful accounts, which have been calculated from the loan loss ratio for general creditable assets, and the possibility of recovery considered on a case-by-case basis for specific debts such as debts that are deemed to be potentially uncollectible have been entered in the accounts.
- B. Provision for bonuses
In the Company and some consolidated subsidiaries, in order to prepare for employee bonuses, provision for bonuses based on the estimated amount of payment has been entered in the accounts.
- C. Provision for loss on orders received
In order to prepare for future losses on orders, the Company provides a reserve for losses on order contracts that are expected to occur at the end of the fiscal year under review and for which it is possible to reasonably estimate the amount of such losses in the following fiscal year and thereafter.
- D. Provision for environmental measures
In order to prepare for future expenses for environmental measures, reserves for environmental measures have been entered in the accounts.
- ④ Basis for recording significant revenues and expenses
The Group manufactures and sells mechanical seals, special valves, and other sealing equipment-related products, etc., primarily to the automotive and construction machinery industries, general machinery industry, semiconductor industry, marine industry, and aerospace industry. For sales of these products, the Company usually recognizes revenue when the products are inspected and accepted by the customer, because the Company believes that the customer obtains control over the products and the performance obligation is satisfied when the products are inspected and accepted by the customer. For sales in Japan, revenue is recognized at the time of shipment if the period between the time of shipment and the time of acceptance by the customer is a normal period of time. In addition, revenue is measured at the amount of consideration promised in the contract with the customer, less discounts and other items.
- ⑤ Other important matters for preparation of consolidated financial statements
- Accounting method concerning employee retirement benefits
- A. Method for assigning the projected amount of postretirement benefits to accounting periods
For the calculation of projected benefit obligation, the benefit formula attribution approach is used to attribute the projected amount of postretirement benefits to accounting periods up to the end of the consolidated fiscal year under review.
- B. Method for amortizing actuarial gains / losses and Past service costs
Actuarial gains and losses are amortized by the straight-line method over a fixed number of years (10 years) within the average remaining service period of employees at the time the gains or losses are recognized in the consolidated fiscal year following the year in which they are recognized.

2. Notes Regarding changes in accounting policies

(Application of the “Accounting Standard for Current Income Taxes,” etc.)

The Company has applied the “Accounting Standard for Current Income Taxes” (ASBJ Statement No. 27, October 28, 2022, hereinafter, the “2022 revised accounting standard”) from the beginning of the fiscal year ended March 31, 2025.

The revisions regarding the classification of corporate taxes (tax on other comprehensive income) follow the transitional treatment stipulated in the proviso to section 20-3 of the 2022 revised accounting standard and the transitional treatment stipulated in the proviso to section 65-2 paragraph (2)

“Implementation Guidance on Tax Effect Accounting” (ASBJ Guidance No. 28, October 28, 2022, hereinafter the “2022 revised implementation guidance”). The change in accounting policy has no impact on the consolidated financial statements.

3. Notes Regarding Revenue Recognition

(1) Decomposition of revenue

The Group manufactures and sells mechanical seals, special valves, and other sealing device-related products to the automotive and construction machinery industries, general industrial machinery industry, semiconductor industry, marine industry, and aerospace industry.

Sales to each industry were 87,592 million yen, 40,836 million yen, 12,584 million yen, 18,047 million yen, and 9,112 million yen.

(2) Basic information to understand revenue

As stated in "(5) Accounting policies ④ Basis for recording significant revenues and expenses" of 1. “Notes Regarding Significant Accounting Policies for Preparation of Consolidated Financial Statements”

4. Notes Regarding Accounting Estimates

The following is a list of items for which an amount has been recorded in the consolidated financial statements for the fiscal year under review by an accounting estimate and which may have a material effect on the consolidated financial statements for the following fiscal year.

Property, plant and structures	62,847 million yen
Deferred tax assets	3,574 million yen
Retirement benefit asset	3,307 million yen
Retirement benefit liability	8,023 million yen

5. Notes Regarding Consolidated Balance Sheet

Accumulated depreciation amount of property, plant and structures: 123,136 million yen

6. Notes Regarding Consolidated Statement of Shareholders' Equity

(1) Types and total number of stock issued at the end of this Term

Common stock 49,757,821

(2) Appropriation of retained earnings

① Dividend payment amounts etc.

A. Matters related to dividend resolved at shareholders' meeting held on June 25, 2024

- Total amount of dividend: 2,104 million yen
- Dividend per share: 45.0 yen
- Record date: March 31, 2024
- Effective date: June 26, 2024

B. Matters related to dividend resolved at the Board of Directors held on November 7, 2024

- Total amount of dividend: 2,337 million yen
- Dividend per share: 50.0 yen
- Record date: September 30, 2024
- Effective date: December 3, 2024

Note: The total amount of dividends includes dividends to the Company's shares held by the officer compensation BIP (Board Incentive Plan) trust system and the Employee Stock Ownership Association Trust-Type ESOP Trust Account. (59 million yen for the resolution of the ordinary General Meeting of Shareholders on June 25, 2024 and 58 million yen for the resolution of the Board of Directors on November 7, 2024)

② Dividend whose record date is in this fiscal year with its effective date in the next fiscal year

Matters related to dividends was resolved at the Board of Directors held on May 20, 2025

- Total amount of dividend: 2,312 million yen
- Dividend per share: 50.0 yen
- Record date: March 31, 2025
- Effective date: June 5, 2025

Note: The total amount of dividend includes 51 million yen of dividends on the Company's share held by the officer compensation BIP (Board Incentive Plan) trust system and the Employee Stock Ownership Association Trust-Type ESOP Trust Account.

(3) Matters related to stock acquisition rights at the end of this consolidated fiscal year

None

7. Notes Regarding Financial Instruments

(1) Matters related to the status of financial instruments

① The Company policy related to financial instruments

The Group operates the cash management on safe and reliable investments and obtaining the financing from the financial institution mainly.

The Group uses exchange forward contracts based on actual demand and interest rate swaps for the purpose of avoiding interest rate fluctuation risk on borrowings, but does not engage in speculative transactions.

② Contents of financial instruments and its risk, risk management structure

Notes receivable-trade, accounts receivable-trade and electronically recorded monetary claims-operating are always being exposed to the customer's credit risk. The Group established a corporate structure that can review the credit terms and limit for all customers and grasp the credit status annually in accordance with the group's credit exposure management rule.

Investment securities are being exposed to the interest rate risk of market price though, most of the securities are the corporation's shares of companies with which the Company have a relationships on business and the fair market value of said securities reviewed periodically are reported to the financial operating officer.

Most of the accounts payable-trade and electronically recorded obligations-operating are due within a year. Short-term borrowings are mainly used for fund-raise related to the business transactions, while long-term borrowings are used for fund-raise prepared for capital expenditures and contingency. Variable interest rates are exposed to the risk of fluctuations in borrowing interest rates. For a portion of these long-term bank loans, in order to avoid the risk of fluctuations in interest rates payable and fix interest expenses, the Group enters into derivative transactions (interest rate swaps) for each individual contract as hedging instruments. Since the interest rate swaps meet the requirements for special treatment, the assessment of hedge effectiveness is

omitted.

With regard to the execution and control of derivative transactions, the Group is subject to the trading authorization stipulated in the company regulation and these derivatives are limited to highly rated financial institutions in order to mitigate credit risks. Accounts payable-trade and debt payable are being exposed to the liquidity risk though, the Group manages the said accounts by using monthly cash flow projection provided by all the companies.

(2) Matters regarding to fair market value of financial instruments

The amounts of financial instruments in the consolidated balance sheets, fair values and the differences as of March 31, 2025 (closing date for the fiscal year under review) are as shown below.

(Unit: Million Yen)

	Amount recorded on the consolidated balance sheets (*)	Fair values (*)	Differences
Investment securities			
Available-for-sale securities	1,575	1,575	—
Total assets	1,575	1,575	—
Long term borrowings			
(Including current portions long-term borrowings)	(35,191)	(34,711)	480
Total liabilities	(35,191)	(34,711)	480

(*) Items recorded as liabilities are shown in parentheses.

Note 1. "Cash and deposits," "Notes receivable-trade," "Accounts receivable-trade," "Electronically recorded monetary claims-operating," "Accounts payable-trade," "Electronically recorded obligations-operating," "Short-term borrowings" and "Accounts payable-other" are omitted because they are cashes and paid out in a short period of time.

Note 2. Stocks and other securities with no market value (amounts on consolidated balance sheets: 16,620 million yen) are not included in "Investment securities Available-for-sale securities".

(3) Matters related to the breakdown of the fair value of financial instruments by level, etc.

The fair value of financial instruments is classified into the following three levels based on the observability and materiality of the inputs used to calculate fair value.

Level 1 fair value: Fair value calculated based on quoted market prices for the assets or liabilities for which such fair value is calculated that are formed in an active market among the inputs to the calculation of observable fair value

Level 2 fair value: Fair value calculated using inputs other than Level 1 inputs to the calculation of observable fair value.

Level 3 fair value: Fair value calculated using inputs related to the calculation of unobservable fair value.

When multiple inputs that have a significant impact on the fair value calculation are used, the fair value is classified into the level with the lowest priority in the calculation of fair value among the levels to which those inputs belong.

① Financial assets and financial liabilities with the carrying amount recorded on consolidated balance sheets using the fair value

Category	Fair value (Unit: million yen)			
	Level 1	Level 2	Level 3	Total
Investment securities				
Available-for-sale securities				
Shares	1,291	—	—	1,291
Corporate bonds	—	284	—	284
Total assets	1,291	284	--	1,575

② Financial assets and financial liabilities with the carrying amount not recorded using the fair value

Category	Fair value (Unit: million yen)			
	Level 1	Level 2	Level 3	Total
Long term borrowings (Including current portion of long-term borrowings)	--	34,711	--	34,711
Total liabilities	--	34,711	--	34,711

Note. Explanation of valuation method used in the calculation of fair value and inputs related to the calculation of fair value.

Investment Securities;

Listed stocks and corporate bonds are valued using quoted market prices. Since listed stocks are traded in active markets, their fair value is classified as Level 1 fair value. On the other hand, corporate bonds are classified as Level 2 fair value because they are traded infrequently in the market and are not considered quoted prices in active markets.

Long-term borrowings (Including Loans Payable Within One Year);

The fair value of long-term borrowings is calculated based on the present value of the total principal and interest discounted at the interest rate that would be applicable to a similar new loan, and is classified as Level 2 fair value. Long-term borrowings with variable interest rates are subject to special treatment for interest rate swaps and are calculated using the sum of the principal and interest recognized as a single unit with such interest rate swaps.

8. Notes Regarding Per Share Information

(1) Net asset per share: 2,517.54 yen

(2) Profit per share: 107.51 yen

Notes: The Company's shares held by the officer compensation BIP (Board Incentive Plan) trust system and the Employee Stock Ownership Association Trust-Type ESOP Trust Account are included in treasury shares as a deduction in the calculation of per share information. The number of Company shares held by the trust account at the end of the fiscal year under review was 1,037 thousand shares, and the average number of shares during the fiscal year under review was 1,186 thousand shares.

9. Notes Regarding Significant Subsequent Event

None

10. Notes Regarding Impairment Loss

The Group recorded an impairment loss on the following asset group.

Purpose	Place	Contents
Business and Idle Assets	Japan	Building and structures, Machinery & equipment and vehicles, Tools furniture and fixtures, Construction in progress, Intangible assets-other
Idle Assets	Mexico	Machinery & equipment and vehicles

(Unit: Million Yen)

Type of non-current assets	Amount of impairment losses
Building and structures	3
Machinery, equipment and vehicles	1,102
Tools, furniture and fixtures	120
Construction in progress	45
Intangible assets-other	32

In principle, the Group classifies its business assets based on management accounting categories in which income and expenditure are monitored on an ongoing basis. Idle assets and assets scheduled for disposal are classified by such assets.

In some asset groups, signs of impairment were recognized due to declining profitability caused by market and environmental changes. As a result of examining the possibility of future recovery, the book value was reduced to

the recoverable amount, and the amount of the reduction was recorded as an impairment loss under extraordinary losses. The recoverable amount was calculated based on the value in use, and since the value in use based on future cash flows was negative, the recoverable amount was set to zero. The book value of idle assets that are no longer expected to be used in the future was reduced to the recoverable amount. The recoverable amount is measured based on net realizable value, which is zero due to the difficulty to sell the assets.

Financial Statements

BALANCE SHEETS

(As of Mar. 31, 2025)

(Unit: Million Yen)

Subject	Amount	Subject	Amount
ASSETS		LIABILITIES	
CURRENT ASSETS	61,777	CURRENT LIABILITIES	42,820
Cash and deposits	4,112	Accounts payable - trade	8,396
Notes receivable - trade	279	Electronically recorded obligations	2,807
Electronically recorded monetary claims	5,856	- operating	
- operating		Short - term borrowings	3,000
Accounts receivable - trade	20,052	Short - term borrowings from	6,267
Merchandise and finished goods	3,235	subsidiaries and affiliates	
Work in process	3,256	Current portion of long - term borrowings	11,505
Raw materials and supplies	4,962	Lease liabilities	
Advance payments - trade	1,085	Accounts payable - other	51
Accounts receivable - other	5,891	Income taxes payable	2,444
Short-term loans receivable from	9,875	Contract liabilities	98
subsidiaries and affiliates		Provision for bonuses	265
Other	3,184	Deposits received from employee	1,836
Allowance for doubtful accounts	(15)	Other	4,374
NON-CURRENT ASSETS	93,268	FIXED LIABILITIES	1,772
PROPERTY, PLANT AND	26,860	Long - term borrowings	36,820
EQUIPMENT		Lease liabilities	23,545
Buildings	12,371	Long - term accounts payable - other	111
Structures	464	Provision for retirement benefits	162
Machinery & equipment	7,479	Other	12,613
Vehicles	58	TOTAL LIABILITIES	388
Tools, furniture & fixtures	1,863	(NET ASSETS)	79,641
Land	2,042	SHAREHOLDERS' EQUITY	
Leased assets	162	SHARE CAPITAL	74,685
Construction in progress	2,417	CAPITAL SURPLUS	10,490
INTANGIBLE ASSETS	1,515	Legal capital surplus	12,326
Software	1,424	Other capital surplus	11,337
Other	90	RETAINED EARNINGS	988
INVESTMENTS AND OTHER	64,892	Legal retained earnings	59,322
ASSETS		Other retained earnings	599
Investment securities	1,360	Reserve for advanced depreciation of	58,722
Shares of subsidiaries and associates	49,841	non - current assets	101
Long-term loans receivable	265	General reserve	730
Long-term loans receivable from	5,698	Retained earnings brought forward	57,891
subsidiaries and affiliates		TREASURY SHARES	(7,454)
Prepaid pension cost	1,502	VALUATION AND TRANSLATION	719
Deferred tax assets	5,553	ADJUSTMENTS	
Other	1,060	Valuation difference on	719
Allowance for doubtful accounts	(390)	available - for - sale securities	
TOTAL ASSETS	155,045	TOTAL NET ASSETS	75,404
		TOTAL LIABILITIES & NET ASSETS	155,045

STATEMENTS OF INCOME

(Apr. 1, 2024 to Mar. 31, 2025)

(Unit: Million Yen)

Subject	Amount
Net sales	94,188
Cost of sales	81,978
Gross profit	12,209
Selling, general and administrative expenses	12,467
Operating loss	257
Non - operating income	11,878
Interest and dividend income	11,083
Other	795
Non - operating expenses	932
Interest expenses	518
Other	413
Ordinary profit	10,688
Extraordinary income	1,420
Gain on sales of non - current assets	2
Gain on sales of investment securities	359
Gain on the revision of the retirement benefit plan	1,057
Extraordinary loss	898
Losses on retirement of non - current assets	41
Impairment losses	341
Amortization of past service cost	515
Profit before income taxes	11,210
Income taxes - current	292
Income taxes - deferred	(9)
Profit	10,927

STATEMENT OF SHAREHOLDERS' EQUITY
(Apr. 1, 2024 to Mar. 31, 2025)

(Unit: Million Yen)

(Unit: Million Yen)

	Shareholders' equity								
	Share Capital	Capital surplus			Retained earnings				
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earning	Other retained earnings			Total retained earnings
						Reserve for advanced depreciation of non-current assets	General reserve	Retained earnings brought forward	
Balance as of Apr. 1, 2024	10,490	11,337	988	12,326	599	100	730	51,406	52,836
Changes of items during period									
Dividends from surplus								(4,441)	(4,441)
Profit								10,927	10,927
Repurchase of treasury share									
Disposal of treasury share									
Provision of reserve for advanced depreciation of non-current assets						1		(1)	
Net changes in items other than shareholders' equity									
Total changes of items during period	—	—	—	—	—	1	—	6,484	6,485
Balance as of Mar. 31, 2025	10,490	11,337	988	12,326	599	101	730	57,891	59,322

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury share	Total shareholder's equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance as of Apr. 1, 2024	(6,769)	68,884	867	867	69,751
Changes of items during period					
Dividends from surplus		(4,441)			(4,441)
Profit		10,927			10,927
Repurchase of treasury share	(1,020)	(1,020)			(1,020)
Disposal of treasury share	335	335			335
Provision of reserve for advanced depreciation of non-current assets		—			—
Net changes in items other than shareholders' equity			(147)	(147)	(147)
Total changes of items during period	(684)	5,800	(147)	(147)	5,653
Balance as of Mar. 31, 2025	(7,454)	74,685	719	719	75,404

Notes to Non-Consolidated Financial Statements

1. Notes Regarding Significant Accounting Policy

(1) Evaluation standard and method of assets

- ① Stock of subsidiaries and associates:
Cost method based on the moving average method
- ② Available-for-sale securities are evaluated in the following method.
 - Securities other than shares that do not have a market value:
Market value method based on the market price as of the year end settlement date (all differences arising from valuations are charged directly to the shareholders' equity and cost of sale is calculated by the moving average method)
 - Shares that do not have a market value:
Cost method based on the moving average method
- ③ Derivative
Market value method
- ④ Inventories
Mainly Inventories are stated at cost determined by the weighted average method (value on the consolidated balance sheets is calculated by writing down the book value based on the decline in profitability).

(2) Method of depreciation of fixed assets

- ① Property, plant and equipment (excluding leased assets)
The straight-line method
- ② Intangible assets (excluding leased assets)
 - Software for internal use
Software for internal use is amortized by the straight-line method over the available periods of five years.
 - Other intangible assets
Other intangible assets are amortized by the straight-line method.
- ③ Leased assets
Leased assets are depreciated over the lease period using the straight-line method with no residual value.

(3) Standard for allowance & provision

- ① Allowance for doubtful accounts
In order to prepare for losses on bad debts, allowances for doubtful accounts, which have been calculated from the loan loss ratio for general creditable assets, and the possibility of recovery considered on a case-by-case basis for specific debts such as debts that are deemed to be potentially uncollectible have been entered in the accounts.
- ② Provision for bonus
In order to prepare for employee bonuses, reserve for bonuses based on the estimated amount of payment has been entered in the accounts.
- ③ Provision for retirement benefits
In order to prepare for retirement benefits for employees, retirement benefit obligations and pension assets are recorded based on the expected amount of retirement benefit obligations and pension assets as of the end of the current fiscal year.
The difference in actuarial calculations is calculated by prorating the amount by the straight-line method based on a certain number of years (10 years) within the average remaining working period of the employee at the time of occurrence of each fiscal year, and the expense is treated from the fiscal year following the occurrence. Past service costs are fully expensed when they are incurred.

(4) Basis for recording significant revenues and expenses

The Company manufactures and sells mechanical seals, special valves, and other sealing equipment-related products, etc., primarily to the automotive and construction machinery industries, general industrial machinery industry, semiconductor industry, marine industry, and aerospace industry. For sales of these products, the Company usually recognizes revenue when the products are inspected and accepted by the customer, because the Company believes that the customer obtains control over the products and the performance obligation is satisfied when the products are inspected and accepted by the customer. For sales in Japan, revenue is recognized at the time of shipment if the period between the time of shipment and the time of acceptance by the customer is a normal period of time. In addition, revenue is measured at the

amount of consideration promised in the contract with the customer, less discounts and other items.

2. Notes Regarding changes in accounting policies

(Application of the “Accounting Standard for Current Income Taxes,” etc.)

The Company has applied the “Accounting Standard for Current Income Taxes” (ASBJ Statement No. 27, October 28, 2022, hereinafter, the “2022 revised accounting standard”) from the beginning of the fiscal year ended March 31, 2025.

The revisions regarding the classification of corporate taxes follow the transitional treatment stipulated in the proviso to section 20-3 of the 2022 revised accounting standard.

The change in accounting policy has no impact on the financial statements.

3. Notes Regarding Changes in Presentation

(Balance Sheets)

Prepaid pension cost,“ which had been included in ‘Other’ under ”Investments and other assets" until the previous fiscal year, is separately stated from the current fiscal year due to its increased importance in terms of amount. The amount of “prepaid pension cost” in the previous fiscal year was 144 million yen.

“Long-term prepaid expenses“ (87 million yen in the current fiscal year), which had been separately presented until the previous fiscal year, is included in ”Others" under investments and other assets from the current fiscal year because the amount has become insignificant.

4. Notes Regarding Accounting Estimates

The following is a list of items for which an amount has been recorded in the financial statements for the fiscal year under review by an accounting estimate and which may have a material effect on the financial statements for the following fiscal year.

Property, plant and equipment:	26,860 million yen
Deferred tax assets:	5,553 million yen

5. Notes Regarding Balance Sheet

- | | |
|---|--------------------|
| (1) Accumulated depreciation amount of property, plant and equipment: | 46,361 million yen |
| (2) Guarantee obligations: | 474 million yen |
| Our company provided debt guarantees for the loans from our subsidiaries and affiliates’ banks. | |
| Guarantee reserved | |
| Major companies that received our guarantees are as follows: | |
| EKK Eagle Products India Pvt. Ltd. | 358 million yen |
| (3) Loan from or given to subsidiaries and associates | |
| ① Short-term loan given to subsidiaries and associates: | 11,061 million yen |
| ② Short-term loan from subsidiaries and associates: | 4,845 million yen |

6. Notes Regarding Statements of Income

Transaction with subsidiaries and associates

- | | |
|--|--------------------|
| (1) Transaction amount through operating transaction | |
| ① Amount of sales: | 49,543 million yen |
| ② Amount of purchase: | 52,094 million yen |
| (2) Transaction amount less amount of operating transaction: | 11,258 million yen |

7. Notes Regarding Non-consolidated Statement of Shareholders’ Equity

Total number of treasury share

(Unit: Thousand)

Class of Stock	No. April 1, 2024	Increase During This Period	Decrease During This Period	No. Mar 31, 2025
Common Stock	4,326	503	287	4,542

Note: The number of treasury shares held in the officer compensation BIP (Board Incentive Plan) trust system and the Employee Stock Ownership Association Trust-Type ESOP Trust Account at the end of the fiscal year under review was 1,037 thousand shares.

8. Notes Regarding Tax Effect Accounting

(1) Main causes of deferred tax asset and deferred tax liability

Deferred tax assets come from Provision for retirement benefits, Loss on revaluation of inventories and Provision for bonuses. Deferred tax liabilities come from valuation difference on available-for-sales securities.

(2) Allowance account deducted from deferred tax assets: 304 million yen

(3) Accounting for corporate and local corporate tax or for tax effect accounting related to these taxes

The Company has adopted the Group Tax Sharing System, and has adopted and disclosed the accounting treatment of corporate taxes and local corporate taxes or tax effect accounting related to these taxes following the "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" (Practical Solution No.42, August 12, 2021).

9. Notes to Related Party Transactions

(1) Parent company and major shareholders

Category	Name	Capital or Amount Invested (Unit: Million yen)	Main Business	Voting Right (%)	Relationships on Business	Transaction	Transaction Amount (Unit: Million yen)	Subject	Balance (Unit: Million yen)
Other Related Company	NOK Corporation	23,335	Manuf. & Sale of Oil Seal etc.	(Owned) Direct: 32.1% Indirect: 0.2%	Sale of EKK's Products As Per Agency Agr.	Sale of EKK's Products etc.	17,613	Accounts Receivable – trade	1,703

(2) Affiliate and others

Category	Name	Capital or Amount Invested (Unit: Million yen)	Main Business	Voting Right (%)	Relationships on Business	Transaction	Transaction Amount (Unit: Million yen)	Subject	Balance (Unit: Million yen)
Subsidiary	EagleBurgmann Japan Co., Ltd.	2,930	Manuf. & Sale, Repair of M/S etc.	Direct: 75.0%	Purchase of This Company's Seal Products etc.	Purchase of This Company's Products etc.	16,296	Account Payable - Trade	1,647
						Service Fees etc.	--	Accounts Receivable – Others	2,336
						Borrowed Fund	5,921	Short-Term borrowings	2,635
Subsidiary	Shimane Eagle Co., Ltd.	490	Manuf. of M/S, Special Valves	Direct: 100.0%	Purchase of This Company's Seal Products etc.	Borrowed Fund	2,598	Short-Term borrowings	2,673
Subsidiary	Okayama Eagle Co., Ltd.	480	Manuf. of M/S, Special Valves	Direct: 100.0%	Purchase of This Company's Seal Products etc.	Purchase of This Company's Products etc.	10,229	Account Payable -trade	1,122
						Loan of Fund	2,664	Short-Term Loan	2,962
Subsidiary	Hiroshima Eagle Co., Ltd.	100	Manuf. of M/S, Special Valves	Direct: 100.0%	Purchase of This Company's Seal Products etc.	Loan of Fund	--	Long-Term Loan	600
							861	Short-Term Loan	1,017
Subsidiary	Eagle Industry Niigata Co., Ltd.,	490	Manuf. of Seal Products etc. for Semiconduct-or Industry	Direct: 100.0%	Purchase of This Company's Seal Products etc.	Loan of Fund	6,238	Long-Term Loan	4,838
							1,164	Short-Term Loan	2,022
Subsidiary	Eagle Holding Europe B.V.	309	Holding Company	Direct: 100.0%	Holding Company	Loan of Fund	4,604	Short-Term Loan	3,216

Notes: Terms and conditions of the transaction and their decision making

- Interest rates on borrowing and loans are decided considering current market interest rates. In cases where transactions are repetitive, the transaction amount is stated as the average balance during the period.
- Terms and conditions of purchase & sale of products are decided considering current market prices etc.

10. Notes Regarding Per Share Information

- (1) Net asset per share: 1,667.69 yen
- (2) Profit per share: 240.85 yen

Notes: The Company's shares held by the officer compensation BIP (Board Incentive Plan) trust system and the Employee Stock Ownership Association Trust-Type ESOP Trust Account are included in treasury stocks as a deduction in the calculation of per share information. The number of treasury stocks held in those accounts at the end of the fiscal year under review was 1,037 thousand shares, and average number of shares during the term is 1,186 thousand shares.

11. Notes Regarding Important Subsequent Event

None