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Consolidated Financial Results for the Year Ended March 31, 2025 (Based on Japanese GAAP)

May 14, 2025

Company name: PILLAR Corporation
 Stock exchange listing: Tokyo
 Securities code: 6490 URL <https://www.pillar.co.jp/>
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 Scheduled date of ordinary general meeting of shareholders: June 20, 2025
 Scheduled date to file Securities Report: June 19, 2025
 Scheduled date to commence dividend payments: June 23, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2025	57,988	(1.1)	11,335	(20.2)	11,474	(24.0)	8,299	(23.0)
Year ended March 31, 2024	58,605	20.3	14,206	2.6	15,098	6.8	10,780	3.4

Note: Comprehensive income Year ended March 31, 2025 ¥7,355 million [(46.6)%]

Year ended March 31, 2024 ¥13,771 million [25.8%]

	Earnings per share	Diluted earnings per share	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
	Yen	Yen	%	%	%
Year ended March 31, 2025	355.82	—	11.5	11.7	19.5
Year ended March 31, 2024	462.57	—	16.7	17.6	24.2

Reference: Share of profit (loss) of entities accounted for using equity method Year ended March 31, 2025 ¥— million

Year ended March 31, 2024 ¥— million

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	98,055	73,858	75.3	3,165.52
As of March 31, 2024	98,835	69,949	70.8	3,001.02

Reference: Equity As of March 31, 2025 ¥73,858 million

As of March 31, 2024 ¥69,949 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended March 31, 2025	14,184	(6,807)	(3,959)	21,883
Year ended March 31, 2024	5,640	(16,197)	5,323	17,878

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2024	—	60.00	—	99.00	159.00	3,706	34.4	5.7
Year ended March 31, 2025	—	54.00	—	71.00	125.00	2,916	35.1	4.1
Year ending March 31, 2026 (Forecast)	—	50.00	—	55.00	105.00		34.0	

3. Forecast of consolidated financial results for the year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	57,500	(0.8)	10,300	(9.1)	10,300	(10.2)	7,200	(13.2)	308.68

4. Notes

(1) Significant changes in the scope of consolidation during the year ended March 31, 2025: No

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations: No

Changes in accounting policies due to other reasons: No

Changes in accounting estimates: No

Restatement of prior period financial statements: No

(3) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025	25,042,406 shares	As of March 31, 2024	25,042,406 shares
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Number of treasury shares at the end of the period

As of March 31, 2025	1,710,224 shares	As of March 31, 2024	1,733,852 shares
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Average number of shares during the period

Year ended March 31, 2025	23,325,076 shares	Year ended March 31, 2024	23,305,542 shares
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(Reference) Summary of non-consolidated financial results

2. Non-consolidated financial results for the year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Non-consolidated operating results

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2025	47,341	(3.5)	9,000	(25.7)	9,381	(32.1)	7,090	(31.4)
Year ended March 31, 2024	49,046	8.6	12,121	(2.3)	13,810	8.3	10,337	8.4

	Earnings per share	Diluted earnings per share
	Yen	Yen
Year ended March 31, 2025	303.98	—
Year ended March 31, 2024	443.58	—

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	83,222	63,802	76.7	2,734.55
As of March 31, 2024	87,033	62,039	71.3	2,661.68

Reference: Equity As of March 31, 2025 ¥63,802 million
As of March 31, 2024 ¥62,039 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special items

(Caution concerning forward-looking statements)

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. Consequently, the statements herein do not constitute assurances regarding the Company's actual results. Actual results may differ significantly due to various factors. Please refer to "1. Overview of operating results (4) Future outlook" on page 3 of the attached materials for the assumptions used for earnings forecasts and cautions regarding the use of earnings forecasts.

Attached Material

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1. Overview of operating results

(1) Overview of operating results for the current fiscal year

During the current fiscal year, the Japanese economy continued its gradual recovery, supported by the effects of various policies amid a rebound in capital investment among companies and production activity in the manufacturing sector and an improvement in the employment and income environment. On the other hand, policy trends in the United States, including the increase in tariffs, are increasing uncertainty about the future, and trends in overseas economies, such as the slowdown in the Chinese economy, pose a downside risk to the Japanese economy. Additionally, the economic outlook remains uncertain amid factors requiring attention including geopolitical risk such as that associated with circumstances in the Middle East, and fluctuations in financial and capital markets.

In this environment, the Group has formulated a three-year medium-term management plan, “One2025,” starting in 2023, and is working on transformation aimed at “further improving corporate value” and promoting various measures to achieve its goals. However, during the current fiscal year under review, although there was an increase in demand for some semiconductors, such as generated AI, in our core electronic equipment-related business, the market as a whole did not recover.

Consequently, the operating results for the current fiscal year ended March 31, 2025, were net sales of ¥57,988 million (year-on-year decrease of 1.1%), operating profit of ¥11,335 million (year-on-year decrease of 20.2%), ordinary profit of ¥11,474 million (year-on-year decrease of 24.0%), and profit attributable to owners of parent of ¥8,299 million (year-on-year decrease of 23.0%).

The performance by segment is as follows.

Electronic Equipment Business

In the Electronic Equipment Business, although there was active capital investment in specific applications, such as increased demand for generative AI, there was no recovery in demand for smartphones, PCs, and automotive semiconductors. In addition, sales of our Pilaflon™ products to the semiconductor and liquid crystal manufacturing equipment industries decreased due to the impact of customer inventory adjustments. Additionally, increased fixed costs due to aggressive investments and temporary increases in costs also contributed to net sales and operating profit in the Electronic Equipment Business decreasing year on year.

As a result, in the Electronic Equipment Business net sales were ¥39,034 million (year on year decrease of 3.6%), and operating profit was ¥8,810 million (year on year decrease of 21.7%).

Industrial Equipment Business

In the Industrial Equipment Business, sales of products for the energy and chemical markets decreased, but sales of products for oil plants increased and subsidiary TANKEN SEAL SEIKO CO., LTD.’s performance remained strong, resulting in an increase in net sales compared to the previous fiscal year. Meanwhile, operating profit decreased year on year due to an increase in depreciation accompanying capital investment and an increase in one-time costs.

As a result, in the Industrial Equipment Business net sales were ¥18,917 million (year on year increase of 4.6%), and operating profit was ¥2,501 million (year on year decrease of 14.6%).

Others (real estate rental, etc.)

In Others, net sales were ¥35 million (year on year decrease of 2.2%), and operating profit was ¥22 million (year on year decrease of 0.6%).

(2) Overview of financial position for the current fiscal year

Assets

Total assets as of March 31, 2025 decreased by ¥780 million from the end of the previous fiscal year to ¥98,055 million. The main year-on-year changes were an increase of ¥3,988 million in cash and deposits, a decrease of ¥1,576 million in electronically recorded monetary claims, and a decrease of ¥2,753 million in investment securities.

Liabilities

Total liabilities as of March 31, 2025 decreased by ¥4,689 million from the end of the previous fiscal year to ¥24,196 million. The main decreases were a ¥988 million decrease in accounts payable-other and a ¥2,771 million decrease in electronically recorded obligations related to facilities.

Net assets

Total net assets as of March 31, 2025 increased by ¥3,909 million from the end of the previous fiscal year to ¥73,858 million. The main increase was due to an increase of ¥4,709 million in retained earnings.

As a result, the equity ratio was 75.3% (70.8% at the end of the previous fiscal year).

(3) Overview of cash flows for the current fiscal year

Regarding the consolidated cash flow situation in the current fiscal year, cash flow from operating activities was ¥14,184 million (¥5,640 million in the previous fiscal year), while cash flow from investing activities was ¥(6,807) million (¥(16,197) million in the previous fiscal year), and cash flow from financing activities was ¥(3,959) million (¥5,323 million in the previous fiscal year). As a result, cash and cash equivalents increased by ¥4,004 million to ¥21,883 million.

Cash flows from operating activities

Cash flows from operating activities for the current fiscal year were ¥14,184 million (¥5,640 million in the previous fiscal year). The main factor was profit before income taxes and minority interests of ¥11,977 million (¥15,024 million in the previous fiscal year).

Cash flows from investing activities

Cash flows from investing activities for the current fiscal year were ¥(6,807) million (¥(16,197) million in the previous fiscal year). This was mainly due to proceeds from sales of investment securities of ¥379 million (¥163 million in the previous fiscal year) and purchase of property, plant and equipment and intangible assets of ¥(7,038) million (¥(11,465) million in the previous fiscal year).

Cash flows from financing activities

Cash flows from financing activities for the current fiscal year were ¥(3,959) million (¥5,323 million in the previous fiscal year). The main factor was dividends paid of ¥(3,564) million (¥(3,238) million in the previous fiscal year).

(4) Future outlook

There are many uncertainties, including the impact of tariffs in the United States and the associated impact on the global economy, exchange rate trends, and geopolitical risks, and our business environment is likely to remain unpredictable.

In this environment, our group is celebrating its 101st anniversary this year, and in order to continue growing for the next 100 years, we have started the year by setting “Reborn and Evolve” as our annual policy. With the same feeling as if we were in our first year since founding, we will continue to steadily

implement the key initiatives for each business outlined in our medium-term management plan “One2025,” which began in April 2023.

In the Electronic Equipment Business, the importance and demand for semiconductors is expected to increase further with the spread of artificial intelligence. We will capture demand for our main products, such as fittings and pumps, which are used in the equipment and infrastructure that manufactures semiconductors, and will strive to expand production volume and improve productivity at the Fukuchiyama No. 2 Plant, which was completed in September 2023, in order to fulfill our supply responsibility in response to future increases in demand. Furthermore, in order to expand our business in the Chinese market, which is expected to see significant growth, we have begun manufacturing semiconductor-related products at our Chuzhou plant in China, and will further accelerate our global strategy by strengthening our efforts to develop the Chinese market through our sales bases in Shanghai and Beijing.

In the industrial equipment-related business, we will work to expand our global share of mechanical seals (rotary joints) for profitable semiconductor manufacturing equipment, while also differentiating ourselves by developing and providing high-performance seal products that meet market needs in the new market for clean energies such as hydrogen, ammonia, and SAF, which are rapidly expanding away from fossil fuel-derived energy. Furthermore, TANKEN SEAL SEIKO CO., LTD., which joined the Group two years ago, continues to perform well, and we will work together in the fields of technology, production, and sales to realize further synergy effects, focusing on carbon products, which are the Company’s strength.

Furthermore, we will also create value through technological innovation in the field of research and development. Approximately 200 engineers from our group have gathered at the Sanda Factory Innovation Center, which began operations in November 2023. We will make greater use of industry-academia-government collaboration and IT/DX technologies in the development process for new technologies and new products to improve the quality, quantity, and speed of our technological development in each business field.

2. Basic policy regarding selection of accounting standards

Taking into consideration the comparability of consolidated financial statements across periods and between companies, the Group’s policy for the time being is to prepare consolidated financial statements in accordance with Japanese GAAP. Regarding the application of International Financial Reporting Standards (IFRS), we intend to respond appropriately, taking into consideration various domestic and international circumstances.

3. Consolidated financial statements and significant notes thereto

(1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	17,895	21,883
Notes receivable - trade	1,284	462
Accounts receivable - trade	12,593	11,710
Electronically recorded monetary claims - operating	7,379	5,803
Merchandise and finished goods	1,669	1,796
Work in process	3,053	3,243
Raw materials and supplies	3,449	5,623
Other	1,952	490
Allowance for doubtful accounts	(3)	(4)
Total current assets	49,274	51,008
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	22,687	22,072
Machinery, equipment and vehicles, net	3,807	4,491
Land	5,284	5,269
Construction in progress	1,629	1,251
Other, net	975	1,063
Total property, plant and equipment	34,384	34,147
Intangible assets		
Goodwill	4,199	3,732
Software	390	572
Telephone subscription right	16	16
Other	176	753
Total intangible assets	4,782	5,075
Investments and other assets		
Investment securities	9,015	6,262
Retirement benefit asset	725	759
Deferred tax assets	216	254
Other	454	565
Allowance for doubtful accounts	(18)	(18)
Total investments and other assets	10,394	7,824
Total non-current assets	49,561	47,046
Total assets	98,835	98,055

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	1,378	1,868
Electronically recorded obligations - operating	1,650	1,753
Short-term borrowings	750	750
Current portion of long-term borrowings	400	300
Accounts payable - other	2,493	1,504
Income taxes payable	2,070	1,500
Contract liabilities	111	144
Provision for bonuses	1,242	1,312
Electronically recorded obligations - facilities	3,137	365
Other	843	1,102
Total current liabilities	14,078	10,600
Non-current liabilities		
Bonds payable	10,000	10,000
Long-term borrowings	975	775
Deferred tax liabilities	1,159	192
Retirement benefit liability	1,932	1,868
Asset retirement obligations	102	85
Other	638	674
Total non-current liabilities	14,807	13,596
Total liabilities	28,886	24,196
Net assets		
Shareholders' equity		
Share capital	4,966	4,966
Capital surplus	5,257	5,366
Retained earnings	55,841	60,551
Treasury shares	(2,548)	(2,513)
Total shareholders' equity	63,516	68,370
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,741	2,837
Foreign currency translation adjustment	1,416	2,112
Remeasurements of defined benefit plans	274	538
Total accumulated other comprehensive income	6,432	5,488
Total net assets	69,949	73,858
Total liabilities and net assets	98,835	98,055

(2) Consolidated statement of income and consolidated statement of comprehensive income**Consolidated statement of income**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	58,605	57,988
Cost of sales	34,413	35,563
Gross profit	24,192	22,424
Selling, general and administrative expenses	9,985	11,089
Operating profit	14,206	11,335
Non-operating income		
Interest income	7	15
Dividend income	535	177
Purchase discounts	83	78
Foreign exchange gains	310	31
Other	72	62
Total non-operating income	1,008	364
Non-operating expenses		
Interest expenses	19	29
Interest expenses on bonds	26	110
Bond issuance costs	57	–
Loss on disposal of non-current assets	7	70
Other	6	15
Total non-operating expenses	117	225
Ordinary profit	15,098	11,474
Extraordinary income		
Gain on sale of non-current assets	57	0
Gain on sale of investment securities	115	325
Gain on liquidation of subsidiaries and associates	–	47
Subsidy income	53	246
Total extraordinary income	226	619
Extraordinary losses		
Loss on sale of non-current assets	36	–
Loss on sale of investment securities	0	–
Loss on liquidation of subsidiaries and associates	18	–
Factory rebuilding expense	245	117
Total extraordinary losses	300	117
Profit before income taxes	15,024	11,977
Income taxes - current	4,392	3,660
Income taxes - deferred	(148)	17
Total income taxes	4,243	3,678
Profit	10,780	8,299
Profit attributable to owners of parent	10,780	8,299

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	10,780	8,299
Other comprehensive income		
Valuation difference on available-for-sale securities	2,423	(1,904)
Foreign currency translation adjustment	396	695
Remeasurements of defined benefit plans, net of tax	171	264
Total other comprehensive income	2,991	(944)
Comprehensive income	13,771	7,355
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	13,771	7,355

(3) Consolidated statements of changes in equity

Fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,966	5,222	48,300	(2,562)	55,927
Changes during period					
Dividends of surplus			(3,239)		(3,239)
Profit attributable to owners of parent			10,780		10,780
Purchase of treasury shares				(1)	(1)
Disposal of treasury shares		34		15	49
Net changes in items other than shareholders' equity					
Total changes during period	—	34	7,541	14	7,589
Balance at end of period	4,966	5,257	55,841	(2,548)	63,516

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	2,317	1,020	102	3,441	59,368
Changes during period					
Dividends of surplus					(3,239)
Profit attributable to owners of parent					10,780
Purchase of treasury shares					(1)
Disposal of treasury shares					49
Net changes in items other than shareholders' equity	2,423	396	171	2,991	2,991
Total changes during period	2,423	396	171	2,991	10,581
Balance at end of period	4,741	1,416	274	6,432	69,949

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,966	5,257	55,841	(2,548)	63,516
Changes during period					
Dividends of surplus			(3,567)		(3,567)
Profit attributable to owners of parent			8,299		8,299
Changes resulting from merger of consolidated subsidiaries and unconsolidated subsidiaries			(22)		(22)
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		109		35	144
Net changes in items other than shareholders' equity					
Total changes during period	—	109	4,709	34	4,853
Balance at end of period	4,966	5,366	60,551	(2,513)	68,370

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	4,741	1,416	274	6,432	69,949
Changes during period					
Dividends of surplus					(3,567)
Profit attributable to owners of parent					8,299
Changes resulting from merger of consolidated subsidiaries and unconsolidated subsidiaries					(22)
Purchase of treasury shares					(0)
Disposal of treasury shares					144
Net changes in items other than shareholders' equity	(1,904)	695	264	(944)	(944)
Total changes during period	(1,904)	695	264	(944)	3,909
Balance at end of period	2,837	2,112	538	5,488	73,858

(4) Consolidated statements of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	15,024	11,977
Depreciation	2,652	3,338
Amortization of goodwill	466	466
Increase (decrease) in provision for bonuses	64	68
Increase (decrease) in retirement benefit asset and liability	(44)	(64)
Interest and dividend income	(543)	(192)
Interest expenses	45	139
Bond issuance costs	57	–
Factory rebuilding expense	245	117
Loss (gain) on sale of non-current assets	(20)	(0)
Loss (gain) on sale of investment securities	(115)	(325)
Loss (gain) on liquidation of subsidiaries and associates	18	(47)
Subsidy income	(53)	(246)
Loss (gain) on disposal of non-current assets	7	70
Decrease (increase) in trade receivables	(2,592)	3,810
Decrease (increase) in inventories	(2,367)	(2,353)
Increase (decrease) in trade payables	(983)	245
Increase (decrease) in accrued consumption taxes	(1,657)	1,832
Other, net	(331)	(796)
Subtotal	9,872	18,038
Interest and dividends received	542	192
Interest paid	(22)	(138)
Subsidies received	84	246
Income taxes refund (paid)	(4,837)	(4,155)
Net cash provided by (used in) operating activities	5,640	14,184
Cash flows from investing activities		
Proceeds from withdrawal of time deposits	165	16
Purchase of property, plant and equipment and intangible assets	(11,465)	(7,038)
Proceeds from sale of property, plant and equipment	96	0
Proceeds from sale of investment securities	163	379
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(5,143)	–
Loan advances	–	(120)
Payments for asset retirement obligations	(7)	(2)
Other, net	(7)	(42)
Net cash provided by (used in) investing activities	(16,197)	(6,807)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from financing activities		
Increase (decrease) in short-term borrowings	(500)	–
Proceeds from long-term borrowings	1,500	100
Repayments of long-term borrowings	(2,325)	(400)
Proceeds from issuance of bonds	10,000	–
Dividends paid	(3,238)	(3,564)
Purchase of treasury shares	(1)	(0)
Other, net	(112)	(94)
Net cash provided by (used in) financing activities	5,323	(3,959)
Effect of exchange rate change on cash and cash equivalents	828	458
Net increase (decrease) in cash and cash equivalents	(4,405)	3,875
Cash and cash equivalents at beginning of period	22,284	17,878
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	–	129
Cash and cash equivalents at end of period	17,878	21,883

(5) Notes on consolidated financial statements

Notes on premise of going concern

Not applicable.

Notes on segment information, etc.

[Segment information]

1. Overview of reportable segments

Our reportable segments are the Company's constituent units for which separate financial information is available and which the Board of Directors regularly reviews in order to decide on the allocation of management resources and evaluate business performance.

As the Company develops comprehensive domestic and overseas strategies for the electronic equipment market and the industrial equipment market and conducts business activities in accordance with those strategies, it has two reportable segments: "Electronic Equipment Business" and "Industrial Equipment Business."

The "Electronic Equipment Business" mainly manufactures and sells Pilaflon™ products and other resin-related products, while the "Industrial Equipment Business" manufactures and sells seal-related products, etc.

2. Method of calculation of net sales, the amount of profit or loss, assets, liabilities, and other items for each reportable segment

Reportable segment profits are based on operating profit.

Intersegment revenues and transfers are based on market prices.

3. Information on net sales, profit (loss), assets, liabilities, and other items by reportable segment

Fiscal year ended March 31, 2024

(Millions of yen)

	Reportable segment			Other (Note 1)	Total	Adjustment (Note 2)	Amount recorded in consolidated financial statements (Note 3)
	Electronic Equipment Business	Industrial Equipment Business	Total				
Net sales							
Sales to external customers	40,475	18,093	58,568	36	58,605	—	58,605
Intersegment sales or transfers	—	—	—	—	—	—	—
Total	40,475	18,093	58,568	36	58,605	—	58,605
Segment profit	11,255	2,928	14,183	23	14,206	—	14,206
Segment assets	47,886	26,873	74,759	96	74,856	23,978	98,835
Other items							
Depreciation	1,802	839	2,642	9	2,652	—	2,652
Amortization of goodwill	—	466	466	—	466	—	466
Increase in property, plant and equipment and intangible fixed assets	11,185	5,364	16,550	—	16,550	3,121	19,672

Notes: 1. The “Other” category is a business segment not included in reportable segments and includes real estate rental, etc.

2. The adjustment amounts are as follows.

- (1) The adjustment for segment assets of ¥23,978 million consists of corporate assets of ¥30,485 million not allocated to business segments and elimination of inter-segment transactions of ¥(6,506) million. Corporate assets primarily consist of the Company’s cash and deposits, property, plant and equipment and investment securities related to the headquarters administrative division.
- (2) The adjustment for the increase in property, plant and equipment and intangible fixed assets of ¥3,121 million is mainly due to capital investments in company-wide research and development and the head office administrative division.

3. Segment profit is adjusted to match the operating profit in the consolidated statement of income.

Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segment			Other (Note 1)	Total	Adjustment (Note 2)	Amount recorded in consolidated financial statements (Note 3)
	Electronic Equipment Business	Industrial Equipment Business	Total				
Net sales							
Net sales to external customers	39,034	18,917	57,952	35	57,988	—	57,988
Intersegment sales or transfers	—	—	—	—	—	—	—
Total	39,034	18,917	57,952	35	57,988	—	57,988
Segment profit	8,810	2,501	11,312	22	11,335	—	11,335
Segment assets	51,416	27,777	79,193	88	79,282	18,773	98,055
Other items							
Depreciation	2,390	938	3,329	9	3,338	—	3,338
Amortization of goodwill	—	466	466	—	466	—	466
Increase in property, plant and equipment and intangible fixed assets	1,936	1,154	3,090	—	3,090	676	3,767

Notes: 1. The “Other” category is a business segment not included in reportable segments and includes real estate rental, etc.

2. The adjustment amounts are as follows.

- (1) The adjustment for segment assets of ¥18,773 million consists of corporate assets of ¥28,332 million not allocated to business segments and elimination of inter-segment transactions of ¥(9,559) million. Corporate assets primarily consist of the Company’s cash and deposits, property, plant and equipment and investment securities related to the headquarters administrative division.
- (2) The adjustment for the increase in property, plant and equipment and intangible fixed assets of ¥676 million is mainly due to capital investments in company-wide research and development and the head office administrative division.

3. Segment profit has been adjusted to match the operating profit on the consolidated statement of income.

[Related Information]

Fiscal year ended March 31, 2024

1. Information for each product or service

(Millions of yen)

	Pilaflon™ products	Mechanical seal products	Gland packing and gasket products	Other	Total
Net sales to external customers	40,475	13,283	4,810	36	58,605

2. Information for each region

(1) Net sales

(Millions of yen)

Japan	Asia	Other	Total
41,538	10,197	6,869	58,605

Note: Net sales are classified into countries or regions based on the location of customers.

(2) Property, plant and equipment

Description is omitted since the amount of property, plant and equipment located in Japan exceeds 90% of the amount of tangible fixed assets shown on the consolidated balance sheets.

3. Information for each of main customers

(Millions of yen)

Name of the customer	Net sales	Related segment name
SCREEN Semiconductor Solutions Co., Ltd.	7,643	Electronic Equipment Business

Fiscal year ended March 31, 2025

1. Information for each product or service

(Millions of yen)

	Pilaflon™ products	Mechanical seal products	Gland packing and gasket products	Other	Total
Net sales to external customers	39,034	14,267	4,650	35	57,988

2. Information for each region

(1) Net sales

(Millions of yen)

Japan	Asia	Other	Total
40,762	10,869	6,356	57,988

Note: Net sales are classified into countries or regions based on the location of customers.

(2) Property, plant and equipment

Description is omitted since the amount of property, plant and equipment located in Japan exceeds 90% of the amount of tangible fixed assets shown on the consolidated balance sheets.

3. Information for each of main customers

(Millions of yen)

Name of the customer	Net sales	Related segment name
SCREEN Semiconductor Solutions Co., Ltd.	9,654	Electronic Equipment Business

[Information regarding impairment losses on non-current assets by reportable segment]

Not applicable.

[Information regarding amortization and unamortized balance of goodwill by reportable segment]

Fiscal year ended March 31, 2024

(Millions of yen)

	Electronic Equipment Business	Industrial Equipment Business	Other	Company-wide elimination	Total
Current period amortization amount	—	466	—	—	466
End of period balance	—	4,199	—	—	4,199

Fiscal year ended March 31, 2025

(Millions of yen)

	Electronic Equipment Business	Industrial Equipment Business	Other	Company-wide elimination	Total
Current period amortization amount	—	466	—	—	466
End of period balance	—	3,732	—	—	3,732

[Information regarding gain on bargain purchase by reportable segment]

Not applicable.

Per share information

(Yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net assets per share	3,001.02	3,165.52
profit per share	462.57	355.82

Notes: 1. Potential shares profit per share is not stated as there are no potential shares.

2. The basis for calculating profit per share is as follows

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit attributable to owners of parent (millions of yen)	10,780	8,299
Amounts not attributable to common shareholders (millions of yen)	—	—
Profit attributable to owners of parent related common shares Net profit (millions of yen)	10,780	8,299
Average number of common shares outstanding during the period (number of shares)	23,305	23,325

Significant subsequent events

Not applicable.