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Consolidated Financial Results for the Three Months Ended June 30, 2025 (Based on Japanese GAAP)

August 6, 2025

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 Stock exchange listing: Tokyo
 Securities code: 6490 URL <https://www.pillar.co.jp/>
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 Scheduled date to commence dividend payments: –
 Preparation of supplementary material on financial results: Yes
 Holding of financial results meeting: No

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the three months ended June 30, 2025 (from April 1, 2025 to June 30, 2025)

(1) Consolidated operating results (cumulative)

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	%
Three months ended June 30, 2025	13,499	3.1	2,705	8.4	2,765	(5.4)	1,977	0.7
Three months ended June 30, 2024	13,096	2.9	2,496	(18.8)	2,924	(18.2)	1,962	(23.0)

Note: Comprehensive income Three months ended June 30, 2025 ¥1,728 million [(6.8)%]
 Three months ended June 30, 2024 ¥1,854 million [(44.0)%]

	Earnings per share	Diluted earnings per share
	Yen	Yen
Three months ended June 30, 2025	84.95	–
Three months ended June 30, 2024	84.21	–

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio
	Millions of yen	Millions of yen	%
As of June 30, 2025	95,753	73,343	76.6
As of March 31, 2025	98,055	73,858	75.3

Reference: Equity As of June 30, 2025 ¥73,343 million
 As of March 31, 2025 ¥73,858 million

2. Cash dividends

	Annual dividends per share				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Year ended March 31, 2025	–	54.00	–	71.00	125.00
Year ending March 31, 2026	–				
Year ending March 31, 2026 (Forecast)		50.00	–	55.00	105.00

Note: Revisions to the cash dividend forecasts most recently announced: No

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
Full year	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
	57,500	(0.8)	10,300	(9.1)	10,300	(10.2)	7,200	(13.2)	308.68

Note: Revisions to the financial results forecasts most recently announced: No

4. Notes

- (1) Significant changes in the scope of consolidation during the three months ended June 30, 2025: No
- (2) Application of special accounting methods for preparing quarterly consolidated financial statements: No
- (3) 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

(4) Number of issued shares (common shares)

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

As of June 30, 2025	25,042,406 shares	As of March 31, 2025	25,042,406 shares
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Number of treasury shares at the end of the period

As of June 30, 2025	1,868,674 shares	As of March 31, 2025	1,710,224 shares
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Average number of shares during the period (cumulative from the beginning of the fiscal year)

Three months ended June 30, 2025	23,276,549 shares	Three months ended June 30, 2024	23,308,554 shares
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* Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit firm: No

* 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. Qualitative information on quarterly financial results (4) Explanation of consolidated earnings forecast and other forward-looking statements" on page 3 of the attached materials for the assumptions used for earnings forecasts and cautions regarding the use of earnings forecasts.

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1. Qualitative information on quarterly financial results

(1) Explanation of operating results

During the three months ended June 30, 2025, the Japanese economy showed signs of recovery in capital investment among companies and production activity in the manufacturing sector. Amid improvements in the employment and income environment, the economy continued its gradual recovery track, supported by the effects of various policies. Meanwhile, the global economic outlook remains uncertain amid factors requiring attention, including uncertainties surrounding the tariff policy in the United States, downside risks due to the slowdown in the Chinese economy, geopolitical risks such as those associated with circumstances in the Middle East, and fluctuations in financial and capital markets.

In this environment, in the Electronic Equipment Business, sales of our Pilaflon™ products to the semiconductor and liquid crystal manufacturing equipment industries remained robust for overseas, but net sales and operating profit were almost flat year on year due to the continued slow recovery in demand for smartphones, PCs, and automotive semiconductors. Meanwhile, in the Industrial Equipment Business, sales of mechanical seals for precision machinery were strong, and sales of ship-related products also remained robust, resulting in a year-on-year increase in net sales and operating profit.

Consequently, the operating results for the three months ended June 30, 2025, were net sales of ¥13,499 million (year-on-year increase of 3.1%), operating profit of ¥2,705 million (year-on-year increase of 8.4%), ordinary profit of ¥2,765 million (year-on-year decrease of 5.4%), and profit attributable to owners of parent of ¥1,977 million (year-on-year increase of 0.7%).

Net sales by reportable segment were ¥8,923 million in the Electronic Equipment Business (year-on-year increase of 0.5%), ¥4,566 million in the Industrial Equipment Business (year-on-year increase of 8.7%), and ¥9 million in Others (real estate rental, etc.) (year-on-year decrease of 11.9%).

Operating profit by reportable segment was ¥2,106 million in the Electronic Equipment Business (year-on-year increase of 1.4%), ¥593 million in the Industrial Equipment Business (year-on-year increase of 44.3%), and ¥5 million in Others (real estate rental, etc.) (year-on-year decrease of 17.1%).

(2) Explanation of financial position

Total assets as of June 30, 2025 decreased by ¥2,302 million from the end of the previous fiscal year to ¥95,753 million, mainly due to a decrease in trade receivables.

Total liabilities as of June 30, 2025 decreased by ¥1,786 million from the end of the previous fiscal year to ¥22,410 million, mainly due to a decrease in income taxes payable.

Total net assets as of June 30, 2025 decreased by ¥515 million from the end of the previous fiscal year to ¥73,343 million, mainly due to a decrease following purchase of treasury shares.

As a result, the equity ratio was 76.6% (75.3% at the end of the previous fiscal year).

(3) Research and development activities

The amount of research and development activities of the entire group during the three months ended June 30, 2025 amounted to ¥344 million. There were no material changes in the conditions of the Group's research and development activities during the three months ended June 30, 2025.

(4) Explanation of consolidated earnings forecast and other forward-looking statements

The consolidated earnings forecast remains unchanged from the full-year forecast released on May 14, 2025.

2. Quarterly consolidated financial statements and significant notes thereto

(1) Quarterly consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of June 30, 2025
Assets		
Current assets		
Cash and deposits	21,883	21,666
Notes and accounts receivable - trade	12,172	9,703
Electronically recorded monetary claims - operating	5,803	4,433
Merchandise and finished goods	1,796	2,035
Work in process	3,243	3,405
Raw materials and supplies	5,623	5,766
Other	490	848
Allowance for doubtful accounts	(4)	(7)
Total current assets	51,008	47,852
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	22,072	21,777
Machinery, equipment and vehicles, net	4,491	4,398
Land	5,269	5,548
Other, net	2,314	2,880
Total property, plant and equipment	34,147	34,604
Intangible assets		
Goodwill	3,732	3,616
Other	1,342	1,377
Total intangible assets	5,075	4,993
Investments and other assets		
Investment securities	6,262	6,700
Retirement benefit asset	759	789
Other	820	832
Allowance for doubtful accounts	(18)	(18)
Total investments and other assets	7,824	8,302
Total non-current assets	47,046	47,900
Total assets	98,055	95,753
Liabilities		
Current liabilities		
Notes and accounts payable - trade	1,868	1,142
Electronically recorded obligations - operating	1,753	1,890
Short-term borrowings	750	750
Current portion of long-term borrowings	300	300
Accounts payable - other	1,504	1,247
Income taxes payable	1,500	633
Provision for bonuses	1,312	652
Electronically recorded obligations - facilities	365	565
Other	1,246	1,369
Total current liabilities	10,600	8,551
Non-current liabilities		
Bonds payable	10,000	10,000
Long-term borrowings	775	700
Retirement benefit liability	1,868	1,913
Asset retirement obligations	85	92
Other	867	1,152
Total non-current liabilities	13,596	13,859
Total liabilities	24,196	22,410

(Millions of yen)

	As of March 31, 2025	As of June 30, 2025
Net assets		
Shareholders' equity		
Share capital	4,966	4,966
Capital surplus	5,366	5,366
Retained earnings	60,551	60,871
Treasury shares	(2,513)	(3,101)
Total shareholders' equity	68,370	68,103
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2,837	3,141
Foreign currency translation adjustment	2,112	1,564
Remeasurements of defined benefit plans	538	533
Total accumulated other comprehensive income	5,488	5,239
Total net assets	73,858	73,343
Total liabilities and net assets	98,055	95,753

(2) Quarterly consolidated statement of income and quarterly consolidated statement of comprehensive income

Quarterly consolidated statement of income

(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
Net sales	13,096	13,499
Cost of sales	7,917	7,995
Gross profit	5,179	5,504
Selling, general and administrative expenses	2,683	2,798
Operating profit	2,496	2,705
Non-operating income		
Dividend income	97	96
Foreign exchange gains	351	–
Other	39	26
Total non-operating income	488	123
Non-operating expenses		
Interest expenses	37	38
Loss on disposal of non-current assets	22	3
Foreign exchange losses	–	12
Other	0	8
Total non-operating expenses	60	63
Ordinary profit	2,924	2,765
Extraordinary income		
Gain on sale of investment securities	9	–
Total extraordinary income	9	–
Profit before income taxes	2,934	2,765
Income taxes - current	834	583
Income taxes - deferred	137	204
Total income taxes	971	788
Profit	1,962	1,977
Profit attributable to owners of parent	1,962	1,977

Quarterly consolidated statement of comprehensive income

(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
Profit	1,962	1,977
Other comprehensive income		
Valuation difference on available-for-sale securities	(629)	303
Foreign currency translation adjustment	526	(547)
Remeasurements of defined benefit plans, net of tax	(6)	(5)
Total other comprehensive income	(108)	(248)
Comprehensive income	1,854	1,728
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,854	1,728

(3) Notes on quarterly consolidated financial statements

Notes on premise of going concern

Not applicable.

Notes when there are significant changes in amounts of equity

Not applicable.

Notes on quarterly consolidated statements of cash flows

The Company has not prepared quarterly consolidated statements of cash flows for the three months ended June 30, 2025. In addition, the amounts of depreciation (including amortization related to intangible assets excluding goodwill) and amortization of goodwill for the three months ended June 30, 2024 and 2025 are as stated below.

	(Millions of yen)	
	Three months ended June 30, 2024	Three months ended June 30, 2025
Depreciation	778	799
Amortization of goodwill	116	116

Notes on segment information, etc.

[Segment information]

I. Three months ended June 30, 2024**1. Information on net sales and the amount of profit or loss by reportable segment**

(Millions of yen)

	Reportable segment			Other (Note 1)	Total	Adjustment	Amount reported on the quarterly consolidated statement of income (Note 2)
	Electronic Equipment Business	Industrial Equipment Business	Total				
Net sales							
Net sales to external customers	8,883	4,202	13,086	10	13,096	—	13,096
Intersegment sales or transfers	—	—	—	—	—	—	—
Total	8,883	4,202	13,086	10	13,096	—	13,096
Segment profit	2,077	411	2,489	7	2,496	—	2,496

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

2. Segment profit is adjusted to operating profit in the quarterly consolidated statement of income.

2. Information on assets by reportable segment

Not applicable.

3. Information on impairment losses on non-current assets or goodwill, etc. by reportable segment**Significant impairment losses on non-current assets**

Not applicable.

Significant changes in amount of goodwill

Not applicable.

II. Three months ended June 30, 2025

1. Information on net sales and the amount of profit or loss by reportable segment

(Millions of yen)

	Reportable segment			Other (Note 1)	Total	Adjustment	Amount reported on the quarterly consolidated statement of income (Note 2)
	Electronic Equipment Business	Industrial Equipment Business	Total				
Net sales							
Net sales to external customers	8,923	4,566	13,490	9	13,499	—	13,499
Intersegment sales or transfers	—	—	—	—	—	—	—
Total	8,923	4,566	13,490	9	13,499	—	13,499
Segment profit	2,106	593	2,699	5	2,705	—	2,705

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

2. Segment profit is adjusted to operating profit in the quarterly consolidated statement of income.

2. Information on assets by reportable segment

Not applicable.

3. Information on impairment losses on non-current assets or goodwill, etc. by reportable segment

Significant impairment losses on non-current assets

Not applicable.

Significant changes in amount of goodwill

Not applicable.

Revenue recognition

Information on disaggregation of revenue from contracts with customers

Three months ended June 30, 2024

(Millions of yen)

	Reportable segment			Other (Note)	Total
	Electronic Equipment Business	Industrial Equipment Business	Total		
Japan	6,295	3,550	9,845	8	9,853
Asia	1,530	389	1,920	–	1,920
Other	1,057	263	1,320	–	1,320
Revenue from contracts with customers	8,883	4,202	13,086	8	13,094
Other revenue	–	–	–	2	2
Net sales to external customers	8,883	4,202	13,086	10	13,096

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

Three months ended June 30, 2025

(Millions of yen)

	Reportable segment			Other (Note)	Total
	Electronic Equipment Business	Industrial Equipment Business	Total		
Japan	5,458	3,806	9,264	7	9,271
Asia	2,204	339	2,544	–	2,544
Other	1,261	420	1,682	–	1,682
Revenue from contracts with customers	8,923	4,566	13,490	7	13,497
Other revenue	–	–	–	2	2
Net sales to external customers	8,923	4,566	13,490	9	13,499

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