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**Consolidated Financial Results
for the Nine Months Ended December 31, 2025
(Based on Japanese GAAP)**

February 9, 2026

Company name: PILLAR Corporation

Stock exchange listing: Tokyo

Securities code: 6490 URL <https://www.pillar.co.jp/>

Representative: President Yoshinobu Iwanami

Inquiries: General Manager of Accounting & Financial
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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 nine months ended December 31, 2025 (from April 1, 2025 to December 31, 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	%
Nine months ended December 31, 2025	42,887	1.7	8,656	3.8	9,335	6.8	6,542	6.8
Nine months ended December 31, 2024	42,151	(1.5)	8,338	(21.4)	8,737	(22.1)	6,126	(20.5)

Note: Comprehensive income Nine months ended December 31, 2025 ¥7,621 million [61.2%]

Nine months ended December 31, 2024 ¥4,726 million [(49.6)%]

	Earnings per share		Diluted earnings per share	
	Yen		Yen	
Nine months ended December 31, 2025	283.38		—	
Nine months ended December 31, 2024	262.68		—	

(2) Consolidated financial position

	Total assets		Net assets		Equity ratio	
	Millions of yen		Millions of yen		%	
As of December 31, 2025	100,713		76,753		76.2	
As of March 31, 2025	98,055		73,858		75.3	

Reference: Equity As of December 31, 2025 ¥76,753 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
Year ended March 31, 2025	Yen —	Yen 54.00	Yen —	Yen 71.00	Yen 125.00
Year ending March 31, 2026	—	50.00	—		
Year ending March 31, 2026 (Forecast)				80.00	130.00

Note: Revisions to the cash dividend forecasts most recently announced: Yes

For details, please refer to "Notice Concerning Revisions to Consolidated Financial Results Forecasts and Dividend Forecasts (Dividend Increase)" released on February 9, 2026.

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
	58,000	0.0	12,000	5.9	12,500	8.9	8,500	2.4	368.18

Note: Revisions to the financial results forecasts most recently announced: Yes

For details, please refer to "Notice Concerning Revisions to Consolidated Financial Results Forecasts and Dividend Forecasts (Dividend Increase)" released on February 9, 2026.

4. Notes

(1) Significant changes in the scope of consolidation during the nine months ended December 31, 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 December 31, 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 December 31, 2025	2,180,916 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)

Nine months ended December 31, 2025	23,086,297 shares	Nine months ended December 31, 2024	23,322,924 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.

Quarterly consolidated financial statements

(1) Quarterly consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	21,883	21,307
Notes and accounts receivable - trade	12,172	12,564
Electronically recorded monetary claims - operating	5,803	4,575
Merchandise and finished goods	1,796	1,966
Work in process	3,243	3,495
Raw materials and supplies	5,623	4,191
Other	490	721
Allowance for doubtful accounts	(4)	(3)
Total current assets	51,008	48,818
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	22,072	21,588
Machinery, equipment and vehicles, net	4,491	4,202
Land	5,269	5,569
Other, net	2,314	5,207
Total property, plant and equipment	34,147	36,567
Intangible assets		
Goodwill	3,732	3,382
Other	1,342	1,973
Total intangible assets	5,075	5,356
Investments and other assets		
Investment securities	6,262	8,247
Retirement benefit asset	759	848
Other	820	893
Allowance for doubtful accounts	(18)	(18)
Total investments and other assets	7,824	9,971
Total non-current assets	47,046	51,895
Total assets	98,055	100,713
Liabilities		
Current liabilities		
Notes and accounts payable - trade	1,868	1,605
Electronically recorded obligations - operating	1,753	2,124
Short-term borrowings	750	750
Current portion of long-term borrowings	300	300
Accounts payable - other	1,504	1,218
Income taxes payable	1,500	678
Provision for bonuses	1,312	638
Electronically recorded obligations - facilities	365	1,133
Other	1,246	1,238
Total current liabilities	10,600	9,686
Non-current liabilities		
Bonds payable	10,000	10,000
Long-term borrowings	775	550
Retirement benefit liability	1,868	1,877
Asset retirement obligations	85	97
Other	867	1,748
Total non-current liabilities	13,596	14,273
Total liabilities	24,196	23,960

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Net assets		
Shareholders' equity		
Share capital	4,966	4,966
Capital surplus	5,366	5,408
Retained earnings	60,551	64,287
Treasury shares	(2,513)	(4,475)
Total shareholders' equity	68,370	70,186
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2,837	4,208
Foreign currency translation adjustment	2,112	1,835
Remeasurements of defined benefit plans	538	523
Total accumulated other comprehensive income	5,488	6,567
Total net assets	73,858	76,753
Total liabilities and net assets	98,055	100,713

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

Quarterly consolidated statement of income

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Net sales	42,151	42,887
Cost of sales	25,690	25,458
Gross profit	16,461	17,429
Selling, general and administrative expenses	8,123	8,772
Operating profit	8,338	8,656
Non-operating income		
Dividend income	169	171
Foreign exchange gains	292	574
Purchase discounts	61	28
Other	55	84
Total non-operating income	578	857
Non-operating expenses		
Interest expenses	106	109
Loss on disposal of non-current assets	66	15
Commission for purchase of treasury shares	–	34
Other	6	20
Total non-operating expenses	179	178
Ordinary profit	8,737	9,335
Extraordinary income		
Gain on sale of non-current assets	–	0
Gain on sale of investment securities	9	38
Gain on liquidation of subsidiaries and associates	47	–
Subsidy income	96	–
Total extraordinary income	154	38
Extraordinary losses		
Factory rebuilding expense	59	–
Total extraordinary losses	59	–
Profit before income taxes	8,831	9,374
Income taxes - current	2,518	2,526
Income taxes - deferred	186	305
Total income taxes	2,705	2,832
Profit	6,126	6,542
Profit attributable to owners of parent	6,126	6,542

Quarterly consolidated statement of comprehensive income

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Profit	6,126	6,542
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,357)	1,371
Foreign currency translation adjustment	(24)	(276)
Remeasurements of defined benefit plans, net of tax	(18)	(15)
Total other comprehensive income	(1,399)	1,079
Comprehensive income	4,726	7,621
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,726	7,621