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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  
 General Manager of Accounting & Financial  
 Inquiries: Department Masahiro Fujii TEL 06-7166-8248  
 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
	Yen	Yen	Yen	Yen	Yen
Year ended March 31, 2025	–	54.00	–	71.00	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
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	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. 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.

**Attached Material**

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## 1. Qualitative information on quarterly financial results

### (1) Explanation of operating results

During the nine months ended December 31, 2025, the Japanese economy showed signs of a rebound in capital investment among companies and production activity in the manufacturing sector, and accompanying that, the employment and income environments continued their gradual recovery. On the other hand, we need to be vigilant against economic downside risks attributable to U.S. trade policy trends. Additionally, due to the continuation of high tariff measures by the U.S., prolonged international disputes including the situations in Israel and Ukraine, a sense of economic stagnation in European and Chinese markets, and the deterioration of Japan-China relations, the outlook surrounding international economics remains uncertain.

Under these circumstances, while the direct impact to the Group's business activities and performance is currently limited, we will continue to monitor any future changes in the international situation and policy trends.

In the semiconductor manufacturing equipment market, the Company's primary market, while demand for AI-related fields remains strong, demand for memory and power semiconductors is declining, and the growth pace has become gradual due to a sense of saturation in the Chinese market.

In the above-mentioned environment, in the Electronic Equipment Business, sales of Pilaflon™ products for the semiconductor and liquid crystal manufacturing equipment industry decreased. This was due to sluggish performance in some domestic equipment sales, despite steady sales overseas in the semiconductor manufacturing equipment market. Furthermore, compounded by higher fixed costs attributable to investment in preparation for the future growth of the semiconductor market, net sales and operating profit in the Electronic Equipment Business decreased year on year.

Meanwhile, in the Industrial Equipment Business, sales of mechanical seal products for overseas oil plants, the domestic maintenance projects and products for semiconductor manufacturing equipment were strong, resulting in a year-on-year increase in both net sales and operating profit.

Consequently, the operating results for the nine months ended December 31, 2025, were net sales of ¥42,887 million (year-on-year increase of 1.7%), operating profit of ¥8,656 million (year-on-year increase of 3.8%), ordinary profit of ¥9,335 million (year-on-year increase of 6.8%), and profit attributable to owners of parent of ¥6,542 million (year-on-year increase of 6.8%).

Consolidated net sales by reportable segment were ¥28,492 million in the Electronic Equipment Business (year-on-year decrease of 0.5%), ¥14,367 million in the Industrial Equipment Business (year-on-year increase of 6.6%), and ¥28 million in Others (real estate rental, etc.) (year-on-year decrease of 2.3%).

Operating profit by reportable segment was ¥6,587 million in the Electronic Equipment Business (year-on-year decrease of 1.7%), ¥2,049 million in the Industrial Equipment Business (year-on-year increase of 26.6%), and ¥18 million in Others (real estate rental, etc.) (year-on-year decrease of 3.2%).

## **(2) Explanation of financial position**

Total assets as of December 31, 2025 increased by ¥2,658 million from the end of the previous fiscal year to ¥100,713 million, mainly due to the evaluation (surge in the fair value) of investment securities.

Total liabilities as of December 31, 2025 decreased by ¥236 million from the end of the previous fiscal year to ¥23,960 million, mainly due to decreases in income taxes payable and provision for bonuses.

Total net assets as of December 31, 2025 increased by ¥2,895 million from the end of the previous fiscal year to ¥76,753 million, mainly due to the recording of profit attributable to owners of parent.

As a result, the equity ratio was 76.2% (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 nine months ended December 31, 2025 amounted to ¥1,076 million. There were no material changes in the conditions of the Group's research and development activities during the nine months ended December 31, 2025.

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

The consolidated earnings forecast for the fiscal year ending March 31, 2026, has been revised from the full-year forecast that released on May 14, 2025. For details, please refer to "Notice Concerning Revisions to Consolidated Financial Results Forecasts and Dividend Forecasts (Dividend Increase)" released on February 9, 2026.

## 2. Quarterly consolidated financial statements and significant notes thereto

### (1) Quarterly consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
<b>Assets</b>		
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
<b>Liabilities</b>		
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

**(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 nine months ended December 31, 2025. In addition, the amounts of depreciation (including amortization related to intangible assets excluding goodwill) and amortization of goodwill for the nine months ended December 31, 2024 and 2025 are as stated below.

	(Millions of yen)	
	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Depreciation	2,462	2,497
Amortization of goodwill	349	349

**Notes on segment information, etc.**

[Segment information]

I. Nine months ended December 31, 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	28,646	13,476	42,122	29	42,151	—	42,151
Intersegment sales or transfers	—	—	—	—	—	—	—
Total	28,646	13,476	42,122	29	42,151	—	42,151
Segment profit	6,699	1,619	8,319	19	8,338	—	8,338

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. Nine months ended December 31, 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	28,492	14,367	42,859	28	42,887	–	42,887
Intersegment sales or transfers	–	–	–	–	–	–	–
Total	28,492	14,367	42,859	28	42,887	–	42,887
Segment profit	6,587	2,049	8,637	18	8,656	–	8,656

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

Nine months ended December 31, 2024

(Millions of yen)

	Reportable segment			Other (Note)	Total
	Electronic Equipment Business	Industrial Equipment Business	Total		
Japan	18,808	11,549	30,357	23	30,380
Asia	6,042	1,122	7,164	–	7,164
Other	3,795	804	4,600	–	4,600
Revenue from contracts with customers	28,646	13,476	42,122	23	42,145
Other revenue	–	–	–	6	6
Net sales to external customers	28,646	13,476	42,122	29	42,151

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

Nine months ended December 31, 2025

(Millions of yen)

	Reportable segment			Other (Note)	Total
	Electronic Equipment Business	Industrial Equipment Business	Total		
Japan	15,492	11,886	27,379	22	27,402
Asia	9,251	1,119	10,371	–	10,371
Other	3,748	1,360	5,108	–	5,108
Revenue from contracts with customers	28,492	14,367	42,859	22	42,881
Other revenue	–	–	–	6	6
Net sales to external customers	28,492	14,367	42,859	28	42,887

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