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Consolidated Financial Results for the Year Ended March 31, 2026 (Based on Japanese GAAP)

May 14, 2026

Company name: PILLAR Corporation
 Stock exchange listing: Tokyo
 Securities code: 6490 URL <https://www.pillar.co.jp/>
 Representative: President Yoshinobu Iwanami
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 Scheduled date of ordinary general meeting of shareholders: June 23, 2026
 Scheduled date to file Securities Report: June 18, 2026
 Scheduled date to commence dividend payments: June 24, 2026
 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, 2026 (from April 1, 2025 to March 31, 2026)

(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, 2026	59,479	2.6	12,107	6.8	12,946	12.8	8,941	7.7
Year ended March 31, 2025	57,988	(1.1)	11,335	(20.2)	11,474	(24.0)	8,299	(23.0)

Note: Comprehensive income Year ended March 31, 2026 ¥10,286 million [39.8%]
 Year ended March 31, 2025 ¥7,355 million [(46.6)%]

	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, 2026	388.19	–	11.7	12.7	20.4
Year ended March 31, 2025	355.82	–	11.5	11.7	19.5

Reference: Share of profit (loss) of entities accounted for using equity method Year ended March 31, 2026 ¥– million
 Year ended March 31, 2025 ¥– 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, 2026	105,629	79,418	75.2	3,473.94
As of March 31, 2025	98,055	73,858	75.3	3,165.52

Reference: Equity As of March 31, 2026 ¥79,418 million
 As of March 31, 2025 ¥73,858 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, 2026	15,126	(5,882)	(5,316)	25,531
Year ended March 31, 2025	14,184	(6,807)	(3,959)	21,883

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, 2025	–	54.00	–	71.00	125.00	2,916	35.1	4.1
Year ended March 31, 2026	–	50.00	–	80.00	130.00	2,977	33.5	3.9
Year ending March 31, 2027 (Forecast)	–	–	–	–	188.00		40.2	

Note: The dividends for the second quarter-end and the fiscal year-end of the fiscal year ending March 31, 2027 (Forecast) have not yet been decided.

3. Forecast of consolidated financial results for the year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

	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	70,000	17.7	15,500	28.0	15,500	19.7	10,700	19.7	468.04

4. Notes

- (1) Significant changes in the scope of consolidation during the year ended March 31, 2026: 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, 2026	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 March 31, 2026	2,181,018 shares	As of March 31, 2025	1,710,224 shares
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Average number of shares during the period

Year ended March 31, 2026	23,034,397 shares	Year ended March 31, 2025	23,325,076 shares
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(Reference) Summary of non-consolidated financial results

2. Non-consolidated financial results for the year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2026	47,944	1.3	8,742	(2.9)	10,491	11.8	8,013	13.0
Year ended March 31, 2025	47,341	(3.5)	9,000	(25.7)	9,381	(32.1)	7,090	(31.4)

	Earnings per share	Diluted earnings per share
	Yen	Yen
Year ended March 31, 2026	347.90	–
Year ended March 31, 2025	303.98	–

(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, 2026	90,326	68,304	75.6	2,987.75
As of March 31, 2025	83,222	63,802	76.7	2,734.55

Reference: Equity As of March 31, 2026 ¥68,304 million
As of March 31, 2025 ¥63,802 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 4 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, despite the impact on the export environment due to changes in U.S. trade policy and rising inflationary pressure, 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 improvement in the employment and income environment. On the other hand, trends in overseas economies, such as policy trends in the major countries and the slowdown in the Chinese economy, pose a downside risk to the Japanese economy. Additionally, the economic outlook remains uncertain due to many uncertain factors including geopolitical risk caused by circumstances in the Middle East, surging raw material prices, and fluctuations in financial and capital markets. In this business environment, the Group has formulated a three-year medium-term management plan, “One2025,” starting in 2023, and has worked on transformation aimed at “further improving corporate value” and promoting various measures to achieve its goals. However, while Industrial Equipment Business grew during the current fiscal year under review, our Electronic Equipment Business did not see a full-fledged recovery. Although we observed expanding demand for semiconductors in advanced node sector such as generative AI, the recovery in fields that account for the majority of the market—such as automotive—remained limited. Furthermore, since the start of the fourth quarter, signs of a recovery have been evident in the semiconductor market, and orders have rebounded sharply in the latter half of the fiscal year. Consequently, the operating results for the current fiscal year ended March 31, 2026, were net sales of ¥59,479 million (year-on-year increase of 2.6%), operating profit of ¥12,107 million (year-on-year increase of 6.8%), ordinary profit of ¥12,946 million (year-on-year increase of 12.8%), and profit attributable to owners of parent of ¥8,941 million (year-on-year increase of 7.7%).

The performance by segment is as follows.

Electronic Equipment Business

In the Electronic Equipment Business, while investment in advanced semiconductors, particularly those related to generative AI, continued to perform well in semiconductor-related fields, the recovery in demand for smartphones, PCs, and automotive semiconductors was delayed, resulting in modest growth. On the other hand, sales of Pilaflon™ products for the semiconductor and liquid crystal manufacturing equipment industry increased, partially due to the continued expanding demand in the Chinese market.

Furthermore, in the Seismic Isolation Business, net sales decreased due to a reaction to large-scale orders in the previous fiscal year. Ultimately, in the overall Electronic Equipment Business, the increase in sales of semiconductor-related products offset the revenue decline in the Seismic Isolation Business, resulting in both net sales and operating profit exceeding those of the previous fiscal year.

As a result, in the Electronic Equipment Business net sales were ¥39,358 million (year-on-year increase of 0.8%), and operating profit was ¥9,064 million (year-on-year increase of 2.9%).

Industrial Equipment Business

In Industrial Equipment Business, sales of products for oil plants increased due to large-scale maintenance projects overseas, and demand in the energy market expanded in line with the restart of nuclear power plant operations and an increase in regular maintenance projects. Additionally, in the chemical market, the demand for spare parts of mechanical seals remained robust, and in the shipbuilding market, demand also expanded against the backdrop of the booming market. In addition to the increased sales of products for these applications, the subsidiary, TANKEN SEAL SEIKO CO., LTD. also performed steadily, resulting in the segment achieving record-high net sales and operating profit.

As a result, in the Industrial Equipment Business net sales were ¥20,085 million (year-on-year increase of 6.2%), and operating profit was ¥3,021 million (year-on-year increase of 20.8%).

Others (real estate rental, etc.)

In Others, net sales were ¥35 million (year-on-year decrease of 2.4%), and operating profit was ¥22 million (year-on-year decrease of 3.6%).

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

Assets

Total assets as of March 31, 2026 increased by ¥7,573 million from the end of the previous fiscal year to ¥105,629 million. The main year-on-year changes were an increase of ¥3,648 million in cash and deposits, an increase of ¥2,158 million in buildings and structures, and an increase of ¥1,381 million in investment securities.

Liabilities

Total liabilities as of March 31, 2026 increased by ¥2,013 million from the end of the previous fiscal year to ¥26,210 million. The main factors for the increase were an increase of ¥757 million in accounts payable - other and an increase of ¥769 million in income taxes payable.

Net assets

Total net assets as of March 31, 2026 increased by ¥5,560 million from the end of the previous fiscal year to ¥79,418 million. The main increase was due to an increase of ¥6,136 million in retained earnings.

As a result, the equity ratio was 75.2% (75.3% 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 flows from operating activities were ¥15,126 million (¥14,184 million in the previous fiscal year), while cash flows from investing activities were ¥(5,882) million (¥(6,807) million in the previous fiscal year), and cash flows from financing activities were ¥(5,316) million (¥(3,959) million in the previous fiscal year). As a result, cash and cash equivalents increased by ¥3,648 million to ¥25,531 million.

Cash flows from operating activities

Cash flows from operating activities for the current fiscal year were ¥15,126 million (¥14,184 million in the previous fiscal year). The main factor was profit before income taxes of ¥12,661 million (¥11,977 million in the previous fiscal year).

Cash flows from investing activities

Cash flows from investing activities for the current fiscal year were ¥(5,882) million (¥(6,807) million in the previous fiscal year). This was mainly due to proceeds from sales of investment securities of ¥1,199 million (¥379 million in the previous fiscal year) and purchase of property, plant and equipment and intangible assets of ¥(6,960) million (¥(7,038) million in the previous fiscal year).

Cash flows from financing activities

Cash flows from financing activities for the current fiscal year were ¥(5,316) million (¥(3,959) million in the previous fiscal year). This was mainly attributable to dividends paid of ¥(2,804) million (¥(3,564) million in the previous fiscal year) and purchase of treasury shares of ¥(2,038) million (¥(0) million in the previous fiscal year).

(4) Future outlook

The global economy is expected to remain uncertain against the backdrop of geopolitical risks, inflation trends, and monetary policies. On the other hand, in the markets where the Group is focusing its efforts—including semiconductor-related fields and environment and energy conservation fields—demand is expected to grow over the medium- to long-term.

Given these circumstances, we will implement growth strategies from a medium- to long-term perspective based on our new medium-term management plan, “One2030,” for the five-year period from fiscal year 2026 to fiscal year 2030.

In the Electronic Equipment Business, a rebound in demand particularly in advanced fields is expected due to recovery of the semiconductor market. The Group will strive to increase net sales and improve profitability by expanding our lineup of high-value-added products and strengthening our product supply system aligned with customer needs. Furthermore, in the Chinese market, where significant growth is anticipated, we will advance our global strategy by strengthening our business foundation by means such as the start of operations at our new Chuzhou plant.

In Industrial Equipment Business, while we must continue to closely monitor trends in capital investment, we anticipate maintenance and upgrade demand as well as stable demand in the area of environmental solutions. The Group will strive to ensure stable performance by strengthening our ability to offer products and services in an integrated manner and by operating businesses with a focus on profitability. Furthermore, in order to realize further synergy effects with TANKEN SEAL SEIKO CO., LTD., we will continue to work together in the fields of technology, production, and sales, focusing on carbon products.

Furthermore, in the field of research and development, we will establish a new innovation center in Tokyo with the aim of strengthening technological development capabilities and promoting open innovation, and facilitate collaboration between internal and external technologies and expertise. Additionally, the Group will continue to invest in research and development and nurture human resources, while also strengthening our efforts in ESG initiatives such as reducing environmental impact and enhancing governance.

Going forward, we will continue to work on enhancing corporate value through strengthening technological capabilities and creating social value.

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, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	21,883	25,531
Notes receivable - trade	462	28
Accounts receivable - trade	11,710	11,566
Electronically recorded monetary claims - operating	5,803	5,417
Merchandise and finished goods	1,796	1,947
Work in process	3,243	4,193
Raw materials and supplies	5,623	4,649
Other	490	1,024
Allowance for doubtful accounts	(4)	(3)
Total current assets	51,008	54,355
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	22,072	24,231
Machinery, equipment and vehicles, net	4,491	4,185
Land	5,269	5,586
Construction in progress	1,251	1,920
Other, net	1,063	1,294
Total property, plant and equipment	34,147	37,217
Intangible assets		
Goodwill	3,732	3,266
Software	572	575
Telephone subscription right	16	16
Other	753	1,682
Total intangible assets	5,075	5,540
Investments and other assets		
Investment securities	6,262	7,643
Retirement benefit asset	759	–
Deferred tax assets	254	241
Other	565	649
Allowance for doubtful accounts	(18)	(18)
Total investments and other assets	7,824	8,515
Total non-current assets	47,046	51,273
Total assets	98,055	105,629

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	1,868	2,449
Electronically recorded obligations - operating	1,753	2,059
Short-term borrowings	750	750
Current portion of long-term borrowings	300	300
Accounts payable - other	1,504	2,262
Income taxes payable	1,500	2,269
Contract liabilities	144	121
Provision for bonuses	1,312	1,379
Electronically recorded obligations - facilities	365	256
Other	1,102	859
Total current liabilities	10,600	12,708
Non-current liabilities		
Bonds payable	10,000	10,000
Long-term borrowings	775	475
Deferred tax liabilities	192	491
Retirement benefit liability	1,868	1,763
Asset retirement obligations	85	87
Other	674	684
Total non-current liabilities	13,596	13,501
Total liabilities	24,196	26,210
Net assets		
Shareholders' equity		
Share capital	4,966	4,966
Capital surplus	5,366	5,408
Retained earnings	60,551	66,687
Treasury shares	(2,513)	(4,475)
Total shareholders' equity	68,370	72,586
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2,837	4,052
Foreign currency translation adjustment	2,112	2,591
Remeasurements of defined benefit plans	538	189
Total accumulated other comprehensive income	5,488	6,832
Total net assets	73,858	79,418
Total liabilities and net assets	98,055	105,629

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

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	57,988	59,479
Cost of sales	35,563	35,090
Gross profit	22,424	24,388
Selling, general and administrative expenses	11,089	12,280
Operating profit	11,335	12,107
Non-operating income		
Interest income	15	20
Dividend income	177	180
Purchase discounts	78	46
Foreign exchange gains	31	749
Other	62	75
Total non-operating income	364	1,071
Non-operating expenses		
Interest expenses	29	38
Interest expenses on bonds	110	106
Commission for purchase of treasury shares	–	34
Loss on disposal of non-current assets	70	22
Loss on sale of receivables	–	24
Other	15	6
Total non-operating expenses	225	233
Ordinary profit	11,474	12,946
Extraordinary income		
Gain on sale of non-current assets	0	0
Gain on sale of investment securities	325	809
Gain on liquidation of subsidiaries and associates	47	–
Subsidy income	246	47
Total extraordinary income	619	856
Extraordinary losses		
Loss on revision of retirement benefit plan	–	723
Factory rebuilding expense	117	355
Loss on cancellation of agency contracts	–	62
Total extraordinary losses	117	1,141
Profit before income taxes	11,977	12,661
Income taxes - current	3,660	4,168
Income taxes - deferred	17	(448)
Total income taxes	3,678	3,720
Profit	8,299	8,941
Profit attributable to owners of parent	8,299	8,941

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	8,299	8,941
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,904)	1,214
Foreign currency translation adjustment	695	479
Remeasurements of defined benefit plans, net of tax	264	(349)
Total other comprehensive income	(944)	1,344
Comprehensive income	7,355	10,286
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	7,355	10,286

(3) Consolidated statements of changes in equity

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

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,966	5,366	60,551	(2,513)	68,370
Changes during period					
Dividends of surplus			(2,805)		(2,805)
Profit attributable to owners of parent			8,941		8,941
Purchase of treasury shares				(2,000)	(2,000)
Disposal of treasury shares		41		38	80
Net changes in items other than shareholders' equity					
Total changes during period	—	41	6,136	(1,961)	4,215
Balance at end of period	4,966	5,408	66,687	(4,475)	72,586

	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	2,837	2,112	538	5,488	73,858
Changes during period					
Dividends of surplus					(2,805)
Profit attributable to owners of parent					8,941
Purchase of treasury shares					(2,000)
Disposal of treasury shares					80
Net changes in items other than shareholders' equity	1,214	479	(349)	1,344	1,344
Total changes during period	1,214	479	(349)	1,344	5,560
Balance at end of period	4,052	2,591	189	6,832	79,418

(4) Consolidated statements of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	11,977	12,661
Depreciation	3,338	3,404
Amortization of goodwill	466	466
Increase (decrease) in provision for bonuses	68	65
Increase (decrease) in retirement benefit asset and liability	(64)	503
Interest and dividend income	(192)	(200)
Interest expenses	139	145
Factory rebuilding expense	117	355
Loss (gain) on sale of non-current assets	(0)	(0)
Loss on cancellation of agency contracts	–	62
Loss (gain) on revision of retirement benefit plan	–	723
Loss (gain) on sale of investment securities	(325)	(809)
Loss (gain) on liquidation of subsidiaries and associates	(47)	–
Subsidy income	(246)	(47)
Loss (gain) on disposal of non-current assets	70	22
Decrease (increase) in trade receivables	3,810	1,200
Decrease (increase) in inventories	(2,353)	25
Increase (decrease) in trade payables	245	461
Increase (decrease) in accrued consumption taxes	1,832	(316)
Other, net	(796)	(142)
Subtotal	18,038	18,581
Interest and dividends received	192	201
Interest paid	(138)	(145)
Subsidies received	246	47
Payments for cancellation of agency contracts	–	(62)
Income taxes refund (paid)	(4,155)	(3,496)
Net cash provided by (used in) operating activities	14,184	15,126
Cash flows from investing activities		
Proceeds from withdrawal of time deposits	16	–
Purchase of property, plant and equipment and intangible assets	(7,038)	(6,960)
Proceeds from sale of property, plant and equipment	0	–
Proceeds from sale of investment securities	379	1,199
Loan advances	(120)	–
Payments for asset retirement obligations	(2)	(0)
Other, net	(42)	(121)
Net cash provided by (used in) investing activities	(6,807)	(5,882)
Cash flows from financing activities		
Proceeds from long-term borrowings	100	–
Repayments of long-term borrowings	(400)	(300)
Dividends paid	(3,564)	(2,804)
Purchase of treasury shares	(0)	(2,038)
Other, net	(94)	(173)
Net cash provided by (used in) financing activities	(3,959)	(5,316)
Effect of exchange rate change on cash and cash equivalents	458	(277)
Net increase (decrease) in cash and cash equivalents	3,875	3,648
Cash and cash equivalents at beginning of period	17,878	21,883
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	129	–
Cash and cash equivalents at end of period	21,883	25,531

(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, 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 is adjusted to match the operating profit in the consolidated statement of income.

Fiscal year ended March 31, 2026

(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	39,358	20,085	59,444	35	59,479	–	59,479
Intersegment sales or transfers	–	–	–	–	–	–	–
Total	39,358	20,085	59,444	35	59,479	–	59,479
Segment profit	9,064	3,021	12,085	22	12,107	–	12,107
Segment assets	57,731	29,093	86,824	79	86,904	18,724	105,629
Other items							
Depreciation	2,465	913	3,379	9	3,388	15	3,404
Amortization of goodwill	–	466	466	–	466	–	466
Increase in property, plant and equipment and intangible fixed assets	4,670	1,745	6,416	–	6,416	1,394	7,811

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 ¥18,724 million consists of corporate assets of ¥34,449 million not allocated to business segments and elimination of inter-segment transactions of ¥(15,724) 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 ¥1,394 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.

[Related Information]

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

Fiscal year ended March 31, 2026

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	39,358	15,455	4,629	35	59,479

2. Information for each region

(1) Net sales

(Millions of yen)

Japan	Asia	Other	Total
38,840	14,246	6,391	59,479

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.	7,757	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, 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

Fiscal year ended March 31, 2026

(Millions of yen)

	Electronic Equipment Business	Industrial Equipment Business	Other	Company-wide elimination	Total
Current period amortization amount	–	466	–	–	466
End of period balance	–	3,266	–	–	3,266

[Information regarding gain on bargain purchase by reportable segment]

Not applicable.

Per share information

(Yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net assets per share	3,165.52	3,473.94
Profit per share	355.82	388.19

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, 2025	Fiscal year ended March 31, 2026
Profit attributable to owners of parent (millions of yen)	8,299	8,941
Amounts not attributable to common shareholders (millions of yen)	—	—
Profit attributable to owners of parent related common shares Net profit (millions of yen)	8,299	8,941
Average number of common shares outstanding during the period (thousands of shares)	23,325	23,034

Significant subsequent events

Not applicable.