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Consolidated Financial Results for the Three Months Ended June 30, 2026 (Based on Japanese GAAP)

August 6, 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 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 three months ended June 30, 2026 (from April 1, 2026 to June 30, 2026)

(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, 2026	18,304	35.6	4,963	83.4	5,371	94.2	3,673	85.8
Three months ended June 30, 2025	13,499	3.1	2,705	8.4	2,765	(5.4)	1,977	0.7

Note: Comprehensive income Three months ended June 30, 2026 ¥6,114 million [253.8%]
Three months ended June 30, 2025 ¥1,728 million [(6.8)%]

	Earnings per share	Diluted earnings per share
	Yen	Yen
Three months ended June 30, 2026	160.69	–
Three months ended June 30, 2025	84.95	–

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio
	Millions of yen	Millions of yen	%
As of June 30, 2026	109,926	83,704	76.1
As of March 31, 2026	105,629	79,418	75.2

Reference: Equity As of June 30, 2026 ¥83,704 million
As of March 31, 2026 ¥79,418 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, 2026	–	50.00	–	80.00	130.00
Year ending March 31, 2027	–				
Year ending March 31, 2027 (Forecast)		–	–	–	245.00

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 August 6, 2026.

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	83,000	39.5	20,000	65.2	20,400	57.6	14,000	56.6	612.39

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 August 6, 2026.

4. Notes

(1) Significant changes in the scope of consolidation during the three months ended June 30, 2026: 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, 2026	25,042,406 shares	As of March 31, 2026	25,042,406 shares

Number of treasury shares at the end of the period

As of June 30, 2026	2,181,192 shares	As of March 31, 2026	2,181,018 shares

Average number of shares during the period (cumulative from the beginning of the fiscal year)

Three months ended June 30, 2026	22,861,284 shares	Three months ended June 30, 2025	23,276,549 shares

* 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 three months ended June 30, 2026, the Japanese economy showed signs of a rebound in capital investment among companies and production activity in the manufacturing sector, and continued its gradual recovery. On the other hand, the outlook remains uncertain due to policy trends in major countries, the slowdown in the Chinese economy, geopolitical risks including the situation in the Middle East, and fluctuations in raw material prices and financial and capital markets.

In this business environment, in the Electronic Equipment Business, both domestic and international sales of Pilaflon™ products for semiconductor manufacturing equipment were strong, supported by the recovery of the semiconductor market. As a result, net sales increased significantly, and operating profit also increased significantly year on year due to improvements in capacity utilization resulting from the increased revenue.

On the other hand, in the Industrial Equipment Business, while net sales were almost at the same level as the same period of the previous fiscal year due to strong sales of mechanical seals for precision machinery, operating profit decreased year on year due to changes in the product mix and increases in raw material prices and personnel expenses.

Consequently, the operating results for the three months ended June 30, 2026, were net sales of ¥18,304 million (year-on-year increase of 35.6%), operating profit of ¥4,963 million (year-on-year increase of 83.4%), ordinary profit of ¥5,371 million (year-on-year increase of 94.2%), and profit attributable to owners of parent of ¥3,673 million (year-on-year increase of 85.8%).

Net sales by reportable segment were ¥13,710 million in the Electronic Equipment Business (year-on-year increase of 53.6%), ¥4,584 million in the Industrial Equipment Business (year-on-year increase of 0.4%), and ¥9 million in Others (real estate rental, etc.) (year-on-year increase of 7.1%).

Operating profit by reportable segment was ¥4,475 million in the Electronic Equipment Business (year-on-year increase of 112.4%), ¥482 million in the Industrial Equipment Business (year-on-year decrease of 18.7%), and ¥6 million in Others (real estate rental, etc.) (year-on-year increase of 5.1%).

(2) Explanation of financial position

Total assets as of June 30, 2026 increased by ¥4,296 million from the end of the previous fiscal year to ¥109,926 million, mainly due to an increase in investment securities associated with the increased market value of listed shares held.

Total liabilities as of June 30, 2026 increased by ¥11 million from the end of the previous fiscal year to ¥26,222 million, mainly due to an increase in other non-current liabilities.

Total net assets as of June 30, 2026 increased by ¥4,285 million from the end of the previous fiscal year to ¥83,704 million, mainly due to increases of retained earnings and valuation difference on available-for-sale securities as a result of the recording of profit attributable to owners of parent.

As a result, the equity ratio was 76.1% (75.2% 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, 2026 amounted to ¥450 million. There were no material changes in the conditions of the Group’s research and development activities during the three months ended June 30, 2026.

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

The consolidated earnings forecast for the fiscal year ending March 31, 2027, has been revised from the full-year forecast that was released on May 14, 2026, based on the performance for the three months ended June 30, 2026, which exceeded initial expectations, as well as the current business environment. For details, please refer to “Notice Concerning Revisions to Consolidated Financial Results Forecasts and Dividend Forecasts (Dividend Increase)” released on August 6, 2026.

2. Quarterly consolidated financial statements and significant notes thereto

(1) Quarterly consolidated balance sheet

(Millions of yen)

	As of March 31, 2026	As of June 30, 2026
Assets		
Current assets		
Cash and deposits	25,531	22,202
Notes and accounts receivable - trade	11,595	14,080
Electronically recorded monetary claims - operating	5,417	6,141
Merchandise and finished goods	1,947	2,334
Work in process	4,193	4,461
Raw materials and supplies	4,649	5,209
Other	1,024	997
Allowance for doubtful accounts	(3)	(3)
Total current assets	54,355	55,423
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	24,231	23,979
Machinery, equipment and vehicles, net	4,185	4,408
Land	5,586	5,589
Other, net	3,214	3,376
Total property, plant and equipment	37,217	37,353
Intangible assets		
Goodwill	3,266	3,149
Other	2,274	2,430
Total intangible assets	5,540	5,580
Investments and other assets		
Investment securities	7,643	10,669
Other	890	918
Allowance for doubtful accounts	(18)	(18)
Total investments and other assets	8,515	11,569
Total non-current assets	51,273	54,502
Total assets	105,629	109,926
Liabilities		
Current liabilities		
Notes and accounts payable - trade	2,449	2,734
Electronically recorded obligations - operating	2,059	1,948
Short-term borrowings	750	750
Current portion of long-term borrowings	300	400
Accounts payable - other	2,262	1,836
Income taxes payable	2,269	1,634
Provision for bonuses	1,379	686
Electronically recorded obligations - facilities	256	358
Other	981	1,436
Total current liabilities	12,708	11,785
Non-current liabilities		
Bonds payable	10,000	10,000
Long-term borrowings	475	300
Retirement benefit liability	1,763	1,801
Asset retirement obligations	87	89
Other	1,175	2,245
Total non-current liabilities	13,501	14,436
Total liabilities	26,210	26,222

(Millions of yen)

	As of March 31, 2026	As of June 30, 2026
Net assets		
Shareholders’ equity		
Share capital	4,966	4,966
Capital surplus	5,408	5,408
Retained earnings	66,687	68,531
Treasury shares	(4,475)	(4,476)
Total shareholders’ equity	72,586	74,430
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,052	6,123
Foreign currency translation adjustment	2,591	2,966
Remeasurements of defined benefit plans	189	183
Total accumulated other comprehensive income	6,832	9,273
Total net assets	79,418	83,704
Total liabilities and net assets	105,629	109,926

(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, 2025	Three months ended June 30, 2026
Net sales	13,499	18,304
Cost of sales	7,995	9,895
Gross profit	5,504	8,408
Selling, general and administrative expenses	2,798	3,445
Operating profit	2,705	4,963
Non-operating income		
Dividend income	96	100
Foreign exchange gains	–	272
Other	26	91
Total non-operating income	123	465
Non-operating expenses		
Interest expenses	38	37
Loss on disposal of non-current assets	3	3
Foreign exchange losses	12	–
Other	8	16
Total non-operating expenses	63	57
Ordinary profit	2,765	5,371
Profit before income taxes	2,765	5,371
Income taxes - current	583	1,569
Income taxes - deferred	204	128
Total income taxes	788	1,697
Profit	1,977	3,673
Profit attributable to owners of parent	1,977	3,673

Quarterly consolidated statement of comprehensive income

(Millions of yen)

	Three months ended June 30, 2025	Three months ended June 30, 2026
Profit	1,977	3,673
Other comprehensive income		
Valuation difference on available-for-sale securities	303	2,071
Foreign currency translation adjustment	(547)	375
Remeasurements of defined benefit plans, net of tax	(5)	(6)
Total other comprehensive income	(248)	2,440
Comprehensive income	1,728	6,114
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,728	6,114

(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, 2026. 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, 2025 and 2026 are as stated below.

(Millions of yen)

	Three months ended June 30, 2025	Three months ended June 30, 2026
Depreciation	799	858
Amortization of goodwill	116	116

Notes on segment information, etc.

[Segment information]

I. 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 recorded in 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.

II. Three months ended June 30, 2026

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 recorded in the quarterly consolidated statement of income (Note 2)
	Electronic Equipment Business	Industrial Equipment Business	Total				
Net sales							
Net sales to external customers	13,710	4,584	18,294	9	18,304	–	18,304
Intersegment sales or transfers	–	–	–	–	–	–	–
Total	13,710	4,584	18,294	9	18,304	–	18,304
Segment profit	4,475	482	4,957	6	4,963	–	4,963

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, 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.

Three months ended June 30, 2026

(Millions of yen)

	Reportable segment			Other (Note)	Total
	Electronic Equipment Business	Industrial Equipment Business	Total		
Japan	8,060	3,963	12,023	7	12,031
Asia	4,036	352	4,388	–	4,388
Other	1,614	268	1,882	–	1,882
Revenue from contracts with customers	13,710	4,584	18,294	7	18,302
Other revenue	–	–	–	2	2
Net sales to external customers	13,710	4,584	18,294	9	18,304

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