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

February 5, 2026

Company name ZACROS Corporation
 Stock exchange listing Tokyo
 Stock Code 7917 URL <https://www.zacros.co.jp/en>
 Representative President Taku Shimoda
 Inquiries Director and Senior Executive Officer in Charge of Administration Michihiko Sato Tel. 81-3-5804-4221
 Scheduled date to commence dividend payments —
 Preparation of supplementary material on quarterly earnings Yes
 Holding of quarterly earnings performance review No

(Amounts of 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

(Percentages indicate year-on-year changes)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Nine months ended December 31, 2025	119,698	5.6	8,922	6.6	9,995	16.4	6,513	22.9
Nine months ended December 31, 2024	113,387	11.4	8,369	31.2	8,586	23.3	5,299	68.2

Note: Comprehensive income Nine months ended December 31, 2025 ¥6,600 million 0.2%
 Nine months ended December 31, 2024 ¥6,584 million 22.4%

	Net income per share	Diluted net income per share
	Yen	Yen
Nine months ended December 31, 2025	89.34	88.50
Nine months ended December 31, 2024	71.23	70.57

Note: The company conducted a stock split at a ratio of four shares for each common share, with September 30, 2025, the record date and October 1, 2025, the effective date. For consistency and purpose of year-on-year comparison, the figures for net income per share and diluted net income per share for the quarterly period shown above have been calculated on the assumption that the stock split was conducted at the beginning of the previous consolidated fiscal year.

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
Nine months ended December 31, 2025	156,885	102,125	59.5	1,296.67
Year ended March 31, 2025	153,926	100,695	59.5	1,237.83

Note: Equity As of December 31, 2025 ¥ 93,297 million
 As of March 31, 2025 ¥ 91,650 million

Note: The company conducted a stock split at a ratio of four shares for each common share, with September 30, 2025, the record date and October 1, 2025, the effective date. For comparative purposes, the figures for net assets per share above have been calculated on the assumption that the stock split was conducted at the beginning of the previous consolidated fiscal year.

2. Cash dividends

	Annual dividends				
	1st quarter	2nd quarter	3rd quarter	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Year ended March 31, 2025	—	63.00	—	67.00	130.00
Year ended March 31, 2026	—	72.00	—	—	—
Year ending March 31, 2026 (forecast)	—	—	—	18.00	—

Notes:

- Revision from most recently announced dividend forecast: No
- The company conducted a stock split at a ratio of four shares for each common share, with September 30, 2025, the record date and October 1, 2025, the effective date. The forecasted year-end dividend per share stated above for the fiscal year ending March 31, 2026 (forecast) reflects the stock split. The total annual dividend per share for the fiscal year ending March 31, 2026 (forecast) is not stated because the second quarter-end and year-end dividends cannot be simply added together due to the stock split. For reference, without considering the stock split, the forecasted year-end dividend per share would be ¥72.00 and the total annual dividend per share would be ¥144.00.

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 income		Ordinary income		Net income attributable to owners of parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	158,000	4.8	10,800	6.8	12,100	16.7	7,500	14.8	103.28

Notes:

- Revision from most recently announced earnings forecast: Yes
- The company conducted a stock split at a ratio of four shares for each common share, with September 30, 2025, the record date and October 1, 2025, the effective date. The figure for net income per share above for the fiscal year ending March 31, 2026 is calculated on the assumption that the stock split was conducted at the beginning of the fiscal year. Without the stock split, net income per share would be ¥413.13
- The forecasted net income per share for the fiscal year ending March 31, 2026, has been calculated to include treasury shares acquired through the end of January 2026.

Notes to Financial Statements:

- (1) Significant changes in the scope of consolidation during the cumulative quarterly consolidated period Yes

Newly included: One company

Company name: ZACROS (WUXI) CO., LTD.

- (2) Application of special accounting for preparing quarterly consolidated financial statements None

- (3) Changes in accounting policies, changes in accounting estimates, and restatement of prior-period financial statements after error corrections

- Changes due to amendment of accounting standards None
- Changes in accounting policies other than (a) above None
- Changes in accounting estimates None
- Restatements None

- (4) Number of issued shares (common shares)

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

As of December 31, 2025	77,071,040	As of March 31, 2025	77,071,040
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- b. Number of treasury shares at the end of the period

As of December 31, 2025	5,119,348	As of March 31, 2025	3,029,248
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- c. Average number of shares during the period (cumulative from the beginning of the fiscal year)

Nine months ended December 31, 2025	72,905,590	Nine months ended December 31, 2024	74,394,332
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Note: The company conducted a stock split at a ratio of four shares for each common share, with September 30, 2025, the record date and October 1, 2025, the effective date. For comparative purposes, the figures above for shares outstanding at the end of the period (including treasury shares), for treasury shares at the end of the period, and for average shares outstanding during the cumulative quarterly period have been calculated on the assumption that the stock split was conducted at the beginning of the previous consolidated fiscal year.

Quarterly financial results reports are exempt from reviews conducted by certified public accountants or an audit corporation

Proper use of earnings forecasts and other special matters

The above forecasts of consolidated financial results are based on information currently available to the company and on certain assumptions deemed to be reasonable. The company, however, makes no guarantee that these forecasts will be achieved. Actual business and other results may differ substantially because of various factors. For more information on assumptions for the financial results forecasts and on the use of the forecasts, please refer in the document to follow to page 3, "1. Review of Operating Results and Financial Statements

- (3) Forward-looking information, including consolidated financial forecasts."

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1. Review of Operating Results and Financial Statements

(1) Overview of business performance

In the first nine months of fiscal year 2025, the ZACROS Group recorded strong sales growth in its Electronic Materials and Industrial Infrastructure businesses, while also securing higher revenue in its Wellness and Environmental Solutions businesses. As a result, the group's consolidated net sales increased year on year.

On the earnings front, the group faced profit pressures from rising personnel expenses; surging raw material, energy, and transportation costs; and higher depreciation, among other factors. Nevertheless, boosted by higher revenue in the Electronic Materials and Industrial Infrastructure businesses and by the group's implementation of revenue-enhancing measures, such as improving production efficiency and passing on costs through price adjustments, profit increased year on year.

Consequently, for the first nine months of the fiscal year under review consolidated net sales rose 5.6% year on year, to ¥119,698 million; operating income increased 6.6%, to ¥8,922 million; ordinary income grew 16.4%, to ¥9,995 million; and net income attributable to owners of parent increased 22.9%, to ¥6,513 million.

The performance of the ZACROS Group's business segments is as follows:

Wellness

The Wellness business recorded higher revenue overall, driven by increased sales of pharmaceutical and medical packaging materials and of single-use bags for biopharmaceutical manufacturing (BioPhaS®). The businesses' profit nevertheless declined. This was mainly due to higher depreciation associated with a new building at the company's Mie Plant and to upfront expenses incurred to promote the expansion of the sales of single-use bags for biopharmaceutical manufacturing (BioPhaS®).

Wellness net sales increased 4.8% year on year, to ¥21,184 million, while operating income decreased 69.8%, to ¥179 million.

Environmental Solutions

Environmental Solutions revenue likewise increased overall. Although the businesses' sales of liquid containers at overseas subsidiaries were sluggish and its activities were negatively affected by the sale of a portion of its food packaging operations in the previous fiscal year, its sales of refill packaging and office automation (OA) equipment-related packaging increased. On the earnings front, although higher sales of refill packaging and OA equipment-related packaging contributed positively, profitability at overseas subsidiaries deteriorated and, as a result, overall segment profit declined.

Environmental Solutions net sales edged up 0.9% year on year, to ¥25,090 million, while operating income decreased 2.4%, to ¥1,081 million.

Electronic Materials

The Electronic Materials business experienced a decline in its sales of display-related protective film amid sluggish production at a subsidiary in Taiwan. In electronic components and related products, sales of interlayer insulating films increased, driven mainly by growth in the semiconductor market for AI applications, resulting in higher revenue for the business overall. Notwithstanding the deteriorating profitability at the businesses' Taiwanese subsidiary, profit increased for the business as a whole, supported mainly by higher revenue in the electronic component-related and other products categories.

Electronic Materials net sales increased 5.2% year on year, to ¥42,347 million, and operating income rose 12.2%, to ¥3,729 million.

Industrial Infrastructure

Industrial Infrastructure sales of building and civil engineering materials increased for air-conditioning pipes, for void slab floor structural materials for housing complexes, and for industrial chimneys. For chemical products, net sales increased due to strong sales of adhesive products for in-vehicle film applications. As a result, the business recorded higher revenue and profit.

Industrial Infrastructure net sales increased 10.7% year on year, to ¥31,075 million, while operating income rose 17.6%, to ¥3,932 million.

	Nine months ended December 31, 2024		Nine months ended December 31, 2025		Year-on-year changes	
	Millions of yen	Percent of net sales	Millions of yen	Percent of net sales	Millions of yen	Percent
Net sales	113,387	100.0	119,698	100.0	6,310	5.6
Wellness	20,206	17.8	21,184	17.7	978	4.8
Environmental Solutions	24,856	21.9	25,090	21.0	233	0.9
Electronic Materials	40,257	35.5	42,347	35.3	2,089	5.2
Industrial Infrastructure	28,067	24.8	31,075	26.0	3,008	10.7
Operating income	8,369	7.4	8,922	7.5	552	6.6
Wellness	592	2.9	179	0.8	(413)	(69.8)
Environmental Solutions	1,107	4.5	1,081	4.3	(26)	(2.4)
Electronic Materials	3,323	8.3	3,729	8.8	405	12.2
Industrial Infrastructure	3,345	11.9	3,932	12.7	587	17.6

(2) Overview of financial position

Total assets at the end of the first nine months of fiscal year 2025 were ¥156,885 million, an increase of ¥2,958 million from the end of the previous fiscal year. This was mainly due to an increase in trade receivables and tangible fixed assets, despite a decrease in short-term securities.

Total liabilities were ¥54,760 million, an increase of ¥1,528 million from the previous fiscal year-end. This was primarily due to an increase in short-term borrowings and trade payables, despite decreases in accounts payable and in the provision for bonuses.

Total net assets were ¥102,125 million, an increase of ¥1,430 million from the previous fiscal year-end, mainly reflecting an increase in retained earnings. The equity ratio was 59.5%.

(3) Forward-looking information, including consolidated financial forecasts

Net sales are now expected to exceed our previous forecast in the Environmental Solutions, Electronic Materials, and Industrial Infrastructure businesses.

Operating income, too, is projected to surpass the previous forecast, supported by higher revenue in the Electronic Materials and Industrial Infrastructure businesses and by overall revenue-enhancing measures, such as improving production efficiency and passing on costs through price adjustments. Ordinary income is also expected to exceed the previous forecast, mainly because of foreign exchange gains and insurance income recorded under nonoperating income and expenses.

In light of these developments, we have revised our consolidated earnings forecast for the 2025 fiscal year-end.

The differences between the revised full-year consolidated earnings forecast and the forecast announced on November 6, 2025, are as follows:

	Net sales	Operating profit	Ordinary profit	Net income attributable to owners of parent	Net income per share
Previous forecast (A)	Millions of yen 157,000	Millions of yen 10,200	Millions of yen 10,800	Millions of yen 6,500	Yen 89.22
Revised forecast (B)	158,000	10,800	12,100	7,500	103.28
Change (B - A)	1,000	600	1,300	1,000	—
Change (%)	0.6%	5.9%	12.0%	15.4%	—
Reference: Actual for fiscal year ended March 31, 2025	150,735	10,116	10,366	6,530	87.81

There is no revision to the dividend forecast in connection with this revision to earnings forecasts.

Note: The forecast figures above are calculated based on information available at this time. Actual results may differ.

2. Quarterly Consolidated Financial Statements and Significant Notes Thereto

(1) Quarterly consolidated balance sheets

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	14,986	16,916
Notes and accounts receivable—trade and contract assets	35,723	38,415
Electronically recorded monetary claims	5,542	7,234
Securities	7,495	—
Merchandise and finished goods	7,928	8,621
Work in process	2,153	1,979
Raw materials and supplies	6,525	6,376
Other	6,500	5,191
Allowance for doubtful accounts	(72)	(46)
Total current assets	86,783	84,688
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	56,613	57,372
Accumulated depreciation	(29,568)	(30,607)
Buildings and structures, net	27,044	26,765
Machinery, equipment and vehicles	69,654	74,308
Accumulated depreciation	(59,306)	(61,590)
Machinery, equipment and vehicles, net	10,347	12,717
Tools, furniture and fixtures	8,753	9,192
Accumulated depreciation	(7,618)	(7,966)
Tools, furniture and fixtures, net	1,135	1,225
Land	9,138	9,686
Construction in progress	12,355	14,489
Other	2,614	2,860
Accumulated depreciation	(1,176)	(1,318)
Other, net	1,437	1,542
Total property, plant and equipment	61,459	66,426
Intangible assets		
Goodwill	102	47
Other	767	736
Total intangible assets	870	783
Investments and other assets		
Investment securities	2,667	3,294
Deferred tax assets	1,282	726
Other	875	977
Allowance for doubtful accounts	(11)	(11)
Total investments and other assets	4,814	4,986
Total noncurrent assets	67,143	72,196
Total assets	153,926	156,885

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable—trade	20,481	23,006
Electronically recorded obligations—operating	2,213	2,565
Short-term loans payable	595	4,721
Accounts payable—other	13,333	6,485
Income taxes payable	994	1,301
Contract liabilities	373	504
Provision for bonuses	1,801	994
Provision for directors' bonuses	138	113
Other	2,634	3,919
Total current liabilities	42,566	43,611
Noncurrent liabilities		
Long-term loans payable	4,074	4,230
Deferred tax liabilities	79	114
Net defined benefit liability	4,204	4,317
Provision for directors' retirement benefits	611	627
Other	1,695	1,857
Total noncurrent liabilities	10,665	11,148
Total liabilities	53,231	54,760
Net assets		
Shareholders' equity		
Capital stock	6,600	6,600
Capital surplus	6,559	6,746
Retained earnings	74,738	78,706
Treasury shares	(2,576)	(4,706)
Total shareholders' equity	85,322	87,347
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	981	1,360
Foreign currency translation adjustment	4,954	4,241
Remeasurements of defined benefit plans	392	347
Total accumulated other comprehensive income	6,328	5,950
Subscription rights to shares	351	351
Noncontrolling interests	8,692	8,476
Total net assets	100,695	102,125
Total liabilities and net assets	153,926	156,885

(2) Quarterly consolidated statements of income and quarterly consolidated statements of comprehensive income
Quarterly consolidated statements of income (nine-month consolidated periods)

(Millions of yen)

	Nine-month period ended December 31, 2024	Nine-month period ended December 31, 2025
Net sales	113,387	119,698
Cost of sales	86,953	91,724
Gross profit	26,434	27,973
Selling, general and administrative expenses	18,064	19,051
Operating income	8,369	8,922
Nonoperating income		
Interest income	215	172
Dividend income	62	66
Insurance and dividend income	93	426
Foreign exchange gains	154	262
Subsidy income	3	153
Income from recycling	86	76
Other	118	157
Total nonoperating income	735	1,315
Nonoperating expenses		
Interest expenses	48	152
Loss on investment partnership operations	14	8
System failure response expenses	203	—
Losses associated with production suspension	239	—
Maintenance and management expenses for idle assets	—	47
Other	12	33
Total nonoperating expenses	518	241
Ordinary income	8,586	9,995
Extraordinary income		
Gain on sales of noncurrent assets	7	2
Gain on sales of investment securities	—	10
Total extraordinary income	7	12
Extraordinary losses		
Loss on sale of noncurrent assets	—	0
Loss on retirement of noncurrent assets	43	56
Loss on business transfer	57	—
Loss on valuation of investment securities	364	8
Other	0	—
Total extraordinary losses	466	65
Income before income taxes	8,127	9,942
Corporate, inhabitant and enterprise taxes	1,622	2,251
Adjustments for income taxes	465	408
Total income taxes	2,088	2,659
Net income	6,039	7,283
Net income attributable to noncontrolling interests	740	770
Net income attributable to owners of parent	5,299	6,513

Quarterly consolidated statements of comprehensive income (nine-month consolidated periods)

(Millions of yen)

	Nine-month period ended December 31, 2024	Nine-month period ended December 31, 2025
Net income	6,039	7,283
Other comprehensive income		
Valuation difference on available-for-sale securities	72	394
Foreign currency translation adjustment	362	(1,032)
Remeasurements of defined benefit plans, net of tax	110	(45)
Total other comprehensive income	545	(683)
Comprehensive income	6,584	6,600
Breakdown		
Comprehensive income attributable to owners of parent	5,730	6,135
Noncontrolling interests	853	465

(3) Notes to the quarterly consolidated financial statements

Notes on assumptions of going concern

Not applicable.

Notes on significant changes in shareholders' equity

Not applicable.

Notes on changes in presentation methods

(Notes on consolidated Balance Sheet)

In the previous consolidated fiscal year, "Electronically recorded monetary claims" which had been included in "Notes receivable - trade" under "Current assets" and "Electronically recorded obligations—operating" which had been included in "Notes and accounts payable—trade" under "Current liabilities" are now presented separately to enhance clarity. The consolidated financial statements for the previous consolidated fiscal year have been reclassified to reflect these changes in presentation.

As a result, in the consolidated balance sheet for the previous consolidated fiscal year, the amounts previously presented under "Notes receivable - trade" of ¥6,299 million, "Accounts receivable—trade" of ¥32,978 million, and "Contract assets" of ¥1,987 million under "Current assets" are now reclassified and shown as ¥35,723 million for "Notes and accounts receivable—trade and contract assets" and ¥5,542 million for "Electronically recorded monetary claims". Additionally, the amount of ¥22,695 million previously presented under "Notes and accounts payable—trade" in "Current liabilities" is now reclassified and shown as "Notes and accounts payable—trade" of ¥20,481 million and "Electronically recorded obligations—operating" of ¥2,213 million.

Notes on significant changes in the scope of consolidation during the nine months under review

ZACROS (WUXI) CO., LTD., established in June 2025, has been included in the scope of consolidation from the first quarter of the cumulative quarterly consolidated accounting period under review in view of its growing importance as a strategic base for the Asian and Chinese markets going forward.

Notes on quarterly consolidated cash flow statements

The quarterly consolidated cash flow statement for the nine-month consolidated period has not been prepared. Depreciation and amortization expenses (including amortization of intangible fixed assets other than goodwill) and amortization of goodwill for the nine-month consolidated period were as follows:

(Millions of yen)		
	Nine-month period ended December 31, 2024	Nine-month period ended December 31, 2025
Depreciation and amortization expenses	4,359	4,959
Amortization of goodwill	50	47

Segment information

I. Nine months ended December 31, 2024 (from April 1, 2024, to December 31, 2024)

Information on net sales and the amounts of profits or losses per reportable segment

(Millions of yen)

	Reportable segments					Adjusted sales amount (Note 1)	Amount recorded in the quarterly consolidated statements of income (Note 2)
	Wellness	Environmental Solutions	Electronic Materials	Industrial Infrastructure	Total		
Net sales							
Sales to unaffiliated customers	20,206	24,856	40,257	28,067	113,387	—	113,387
Intersegment sales or transfers	316	1,062	754	1,333	3,467	(3,467)	—
Total	20,523	25,919	41,011	29,401	116,855	(3,467)	113,387
Segment profit	592	1,107	3,323	3,345	8,369	—	8,369

Notes:

- Adjusted sales amount refers to the elimination of intersegment transactions.
- The total of segment profit is consistent with operating income in the quarterly consolidated statements of income.

II. Nine months ended December 31, 2025 (from April 1, 2025, to December 31, 2025)

Information on net sales and the amounts of profits or losses per reportable segment

(Millions of yen)

	Reportable segments					Adjusted sales amount (Note 1)	Amount recorded in the quarterly consolidated statements of income (Note 2)
	Wellness	Environmental Solutions	Electronic Materials	Industrial Infrastructure	Total		
Net sales							
Sales to unaffiliated customers	21,184	25,090	42,347	31,075	119,698	—	119,698
Intersegment sales or transfers	288	1,096	1,048	1,247	3,680	(3,680)	—
Total	21,473	26,187	43,395	32,322	123,378	(3,680)	119,698
Segment profit	179	1,081	3,729	3,932	8,922	—	8,922

Notes:

- Adjusted sales amount refers to the elimination of intersegment transactions.
- The total of segment profit is consistent with operating income in the quarterly consolidated statements of income.