

April 23, 2026

## Consolidated Financial Results for the Fiscal Year Ended March 20, 2026 (Under Japanese GAAP)

Company name: MIRAI INDUSTRY CO., LTD.  
 Listing: Tokyo Stock Exchange / Nagoya Stock Exchange  
 Securities code: 7931  
 URL: <https://www.mirai.co.jp/>  
 Representative: Yasushi Nakashima, President  
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 Telephone: +81-584-68-1200  
 Scheduled date of annual general meeting of shareholders: June 17, 2026  
 Scheduled date to commence dividend payments: May 27, 2026  
 Scheduled date to file annual securities report: June 16, 2026  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended March 20, 2026 (from March 21, 2025 to March 20, 2026)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 20, 2026	45,673	1.2	6,723	(2.5)	6,899	(2.4)	4,696	(2.8)
March 20, 2025	45,113	2.3	6,897	(5.9)	7,067	(5.5)	4,833	(5.5)

Note: Comprehensive income For the fiscal year ended March 20, 2026: ¥5,394 million [4.7%]  
 For the fiscal year ended March 20, 2025: ¥5,154 million [(10.8)%]

Fiscal year ended	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
March 20, 2026	290.73	-	8.7	10.2	14.7
March 20, 2025	299.64	-	9.4	10.9	15.3

#### (2) Consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 20, 2026	68,697	56,262	80.7	3,430.96
March 20, 2025	66,549	53,414	79.2	3,263.69

Reference: Equity  
 As of March 20, 2026: ¥55,450 million  
 As of March 20, 2025: ¥52,685 million

#### (3) Consolidated cash flows

Fiscal year ended	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
March 20, 2026	7,081	(4,148)	(2,697)	19,710
March 20, 2025	7,531	(3,546)	(2,643)	19,474

### 2. Cash dividends

Fiscal year ended	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 20, 2025	-	50.00	-	100.00	150.00	2,581	50.1	4.7
March 20, 2026	-	50.00	-	95.00	145.00	2,495	49.9	4.3
March 20, 2027 (Forecast)	-	50.00	-	50.00	100.00		-	

### 3. Forecast of consolidated financial results for the fiscal year ending March 20, 2027 (from March 21, 2026 to March 20, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Three months ending June 20, 2026	11,820	1.2	1,290	(12.8)	1,316	(13.0)	877	(15.0)	54.30

#### \* Notes

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement
  - (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
  - (ii) Changes in accounting policies due to other reasons: None
  - (iii) Changes in accounting estimates: None
  - (iv) Restatement: None
- (3) Number of issued shares (common shares)

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

As of March 20, 2026	25,607,086 shares
As of March 20, 2025	25,607,086 shares

- (ii) Number of treasury shares at the end of the period

As of March 20, 2026	9,445,305 shares
As of March 20, 2025	9,464,187 shares

- (iii) Average number of shares outstanding during the period

Fiscal year ended March 20, 2026	16,154,428 shares
Fiscal year ended March 20, 2025	16,131,142 shares

Note: The number of treasury shares at the end of the fiscal year and the average number of shares during the period are calculated by including the shares of the Company owned by the ESOP trust account and the BIP trust account for executive compensation included in the treasury stock subject to deduction.

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

\* Proper use of earnings forecasts, and other special matters

The forward-looking statements, including forecasts of financial results, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. However, the Company makes no guarantee that these forecasts will be achieved. Actual financial results, etc. may differ substantially due to various factors.

# Consolidated balance sheet

(Millions of yen)

	As of March 20, 2025	As of March 20, 2026
<b>Assets</b>		
<b>Current assets</b>		
Cash and deposits	21,102	21,728
Notes and accounts receivable - trade, and contract assets	6,880	6,548
Electronically recorded monetary claims - operating	5,329	5,211
Merchandise and finished goods	4,849	5,081
Raw materials and supplies	1,693	1,839
Securities	1,499	1,513
Other	1,123	1,029
Allowance for doubtful accounts	(2)	(1)
<b>Total current assets</b>	<b>42,478</b>	<b>42,950</b>
<b>Non-current assets</b>		
<b>Property, plant and equipment</b>		
Buildings and structures	18,668	19,138
Accumulated depreciation	(13,512)	(14,069)
Buildings and structures, net	5,155	5,068
Machinery, equipment and vehicles	20,331	21,080
Accumulated depreciation	(17,111)	(17,327)
Machinery, equipment and vehicles, net	3,219	3,752
Land	4,617	4,617
Construction in progress	814	1,061
Other	24,085	24,661
Accumulated depreciation	(23,176)	(23,617)
Other, net	908	1,043
<b>Total property, plant and equipment</b>	<b>14,716</b>	<b>15,544</b>
Intangible assets	189	340
<b>Investments and other assets</b>		
Investment securities	1,774	2,214
Deferred tax assets	1,043	708
Retirement benefit asset	1,968	2,511
Long-term time deposits	4,000	4,000
Other	482	527
Allowance for doubtful accounts	(102)	(100)
<b>Total investments and other assets</b>	<b>9,166</b>	<b>9,862</b>
<b>Total non-current assets</b>	<b>24,071</b>	<b>25,746</b>
<b>Total assets</b>	<b>66,549</b>	<b>68,697</b>

	As of March 20, 2025	As of March 20, 2026
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	2,859	2,592
Electronically recorded obligations - operating	1,871	1,777
Short-term borrowings	40	40
Current portion of long-term borrowings	124	124
Income taxes payable	1,192	1,027
Other	4,425	4,127
<b>Total current liabilities</b>	<b>10,512</b>	<b>9,688</b>
Non-current liabilities		
Long-term borrowings	81	14
Deferred tax liabilities for land revaluation	60	62
Provision for Employee Stock Ownership Plan Trust	1,209	1,247
Provision for board incentive plan trust	57	93
Provision for retirement benefits for directors (and other officers)	110	118
Retirement benefit liability	657	667
Other	443	540
<b>Total non-current liabilities</b>	<b>2,622</b>	<b>2,745</b>
<b>Total liabilities</b>	<b>13,135</b>	<b>12,434</b>
Net assets		
Shareholders' equity		
Share capital	7,067	7,067
Capital surplus	9,904	9,904
Retained earnings	54,691	56,806
Treasury shares	(19,805)	(19,769)
<b>Total shareholders' equity</b>	<b>51,857</b>	<b>54,008</b>
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	651	965
Revaluation reserve for land	(600)	(602)
Remeasurements of defined benefit plans	776	1,078
<b>Total accumulated other comprehensive income</b>	<b>827</b>	<b>1,442</b>
Non-controlling interests	728	812
<b>Total net assets</b>	<b>53,414</b>	<b>56,262</b>
<b>Total liabilities and net assets</b>	<b>66,549</b>	<b>68,697</b>

# Consolidated statement of income

(Millions of yen)

	Fiscal year ended March 20, 2025	Fiscal year ended March 20, 2026
Net sales	45,113	45,673
Cost of sales	27,358	28,012
Gross profit	17,755	17,661
Selling, general and administrative expenses		
Freight costs	2,281	2,136
Provision of allowance for doubtful accounts	3	(0)
Remuneration for directors (and other officers)	283	319
Salaries and allowances	3,751	3,859
Retirement benefit expenses	108	105
Provision for Employee Stock Ownership Plan Trust	23	24
Provision for board incentive plan trust	34	36
Provision for retirement benefits for directors (and other officers)	13	13
Other	4,358	4,442
Total selling, general and administrative expenses	10,857	10,937
Operating profit	6,897	6,723
Non-operating income		
Interest income	17	28
Dividend income	62	69
Commission for insurance office work	5	5
Gain on sale of scraps	26	21
Commission income	28	23
Other	75	70
Total non-operating income	215	218
Non-operating expenses		
Interest expenses	5	7
Bond issuance costs	5	5
Loss on retirement of non-current assets	12	25
Compensation expenses	19	-
Other	3	4
Total non-operating expenses	45	42
Ordinary profit	7,067	6,899
Extraordinary income		
Subsidy income	9	53
Total extraordinary income	9	53
Extraordinary losses		
Loss on tax purpose reduction entry of non-current assets	9	53
Total extraordinary losses	9	53
Profit before income taxes	7,067	6,899
Income taxes - current	2,242	2,063
Income taxes - deferred	(77)	56
Total income taxes	2,165	2,119
Profit	4,902	4,780
Profit attributable to non-controlling interests	68	83
Profit attributable to owners of parent	4,833	4,696

## Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 20, 2025	Fiscal year ended March 20, 2026
Profit	4,902	4,780
Other comprehensive income		
Valuation difference on available-for-sale securities	98	313
Revaluation reserve for land	-	(1)
Remeasurements of defined benefit plans, net of tax	153	302
Total other comprehensive income	252	614
Comprehensive income	5,154	5,394
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,086	5,310
Comprehensive income attributable to non-controlling interests	68	83

## Consolidated statement of changes in equity

Fiscal year ended March 20, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,067	9,904	52,439	(19,853)	49,557
Changes during period					
Dividends of surplus			(2,581)		(2,581)
Profit attributable to owners of parent			4,833		4,833
Purchase of treasury shares				(1)	(1)
Disposal of treasury shares				49	49
Net changes in items other than shareholders' equity					
Total changes during period	-	-	2,251	48	2,300
Balance at end of period	7,067	9,904	54,691	(19,805)	51,857

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	552	(600)	622	575	660	50,792
Changes during period						
Dividends of surplus						(2,581)
Profit attributable to owners of parent						4,833
Purchase of treasury shares						(1)
Disposal of treasury shares						49
Net changes in items other than shareholders' equity	99	-	153	252	68	321
Total changes during period	99	-	153	252	68	2,621
Balance at end of period	651	(600)	776	827	728	53,414

## Consolidated statement of changes in equity

Fiscal year ended March 20, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,067	9,904	54,691	(19,805)	51,857
Changes during period					
Dividends of surplus			(2,581)		(2,581)
Profit attributable to owners of parent			4,696		4,696
Purchase of treasury shares				(1)	(1)
Disposal of treasury shares				37	37
Net changes in items other than shareholders' equity					
Total changes during period	-	-	2,115	35	2,150
Balance at end of period	7,067	9,904	56,806	(19,769)	54,008

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	651	(600)	776	827	728	53,414
Changes during period						
Dividends of surplus						(2,581)

Profit attributable to owners of parent						4,696
Purchase of treasury shares						(1)
Disposal of treasury shares						37
Net changes in items other than shareholders' equity	313	(1)	302	614	83	697
Total changes during period	313	(1)	302	614	83	2,848
Balance at end of period	965	(602)	1,078	1,442	812	56,262

# Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 20, 2025	Fiscal year ended March 20, 2026
Cash flows from operating activities		
Profit before income taxes	7,067	6,899
Depreciation	2,287	2,605
Subsidy income	(9)	(53)
Loss on tax purpose reduction entry of non-current assets	9	53
Increase (decrease) in allowance for doubtful accounts	2	(2)
Increase (decrease) in provision for employee stock ownership plan trust	25	38
Increase (decrease) in provision for board incentive plan trust	34	36
Increase (decrease) in provision for retirement benefits for directors (and other officers)	13	7
Increase (decrease) in retirement benefit liability	8	14
Decrease (increase) in retirement benefit asset	(96)	(109)
Interest and dividend income	(80)	(98)
Interest expenses	5	7
Decrease (increase) in accounts receivable - trade, and contract assets	442	451
Decrease (increase) in inventories	(239)	(377)
Increase (decrease) in trade payables	329	(360)
Increase (decrease) in accounts payable - other	318	(311)
Increase (decrease) in accrued consumption taxes	(263)	(50)
Other, net	335	392
Subtotal	10,193	9,142
Interest and dividends received	79	97
Interest paid	(5)	(7)
Income taxes paid	(2,810)	(2,209)
Subsidies received	74	58
Net cash provided by (used in) operating activities	7,531	7,081
Cash flows from investing activities		
Payments into time deposits	(1,107)	(550)
Proceeds from withdrawal of time deposits	275	161
Purchase of property, plant and equipment	(2,707)	(3,528)
Proceeds from sale of property, plant and equipment	34	4
Other, net	(41)	(235)
Net cash provided by (used in) investing activities	(3,546)	(4,148)
Cash flows from financing activities		
Proceeds from long-term borrowings	280	200
Repayments of long-term borrowings	(299)	(267)
Proceeds from issuance of bonds	194	194
Redemption of bonds	(220)	(220)
Purchase of treasury shares	(1)	(1)
Dividends paid	(2,581)	(2,581)
Other, net	(15)	(21)
Net cash provided by (used in) financing activities	(2,643)	(2,697)
Net increase (decrease) in cash and cash equivalents	1,341	235
Cash and cash equivalents at beginning of period	18,133	19,474
Cash and cash equivalents at end of period	19,474	19,710

(Notes on segment information, etc.)

Segment Information

1. Overview of Reportable Segments

The Company's reportable segments are those of the Company's constituent units for which segregated financial information is available and is subject to periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate performance.

The Company mainly manufactures and sells electric facility materials and water supply devices, and although some of its subsidiaries share the functions of the Company, each of them is an independent management unit with its own unique customers, and each company formulates a management plan and develops its own business activities.

Accordingly, the Company is comprised of product/service segments based on each company, and the two reportable segments are "Electric Facility Materials and Water Supply Devices" and "Wiring Devices."

The Electric Facility Materials and Water Supply Devices segment manufactures and sells electric conduits and accessories, wiring boxes, plastic pipes for water supply and hot water supply, and accessories. The Wiring Devices segment manufactures and sells switches, outlets, and other products.

2. Method of calculating the amount of Net Sales, profit, or loss, assets, liabilities and other items for each reportable segment

The method of accounting for the reported business segments is in accordance with the accounting policy adopted to prepare consolidated financial statements. Internal Net Sales and Transfers between segments are based on prevailing market prices.

3. Information on the amount of Net Sales, profit, or loss, assets, liabilities and other items for each reportable segment

The previous fiscal year (March 21, 2024 to March 20, 2025)

(Millions of yen)

	Reportable segments			Other(Note)	Total
	electric facility materials and water supply devices	wiring devices	Total		
Net Sales					
Revenues from external customers	34,784	7,329	42,113	2,999	45,113
Transactions with other segments	241	0	241	4,890	5,132
Total	35,025	7,330	42,355	7,890	50,246
Segment Profit	6,400	698	7,098	571	7,670
Segment Assets	31,185	7,605	38,791	7,904	46,695
Other items					
Depreciation	1,769	314	2,084	376	2,461
Increase in property, plant and equipment and intangible assets	2,396	455	2,852	356	3,208

Note: The "Other" category refers to business segments that are not included in the reportable segment, and includes labor-saving machinery and plastic molding molds, telecommunications, cable television, etc.

The current fiscal year (March 21, 2025 to March 20, 2026)

(Millions of yen)

	Reportable segments			Other(Note)	Total
	electric facility materials and water supply devices	wiring devices	Total		
Net Sales					
Revenues from external customers	34,733	8,037	42,771	2,902	45,673
Transactions with other segments	253	1	254	5,456	5,710
Total	34,986	8,039	43,025	8,358	51,384
Segment Profit	5,993	872	6,866	711	7,577
Segment Assets	31,899	8,121	40,021	8,378	48,400
Other items					
Depreciation	1,972	434	2,407	394	2,801
Increase in property, plant and equipment and intangible assets	3,059	423	3,483	492	3,975

Note: The "Other" category refers to business segments that are not included in the reportable segment, and includes labor-saving machinery and plastic molding molds, telecommunications, cable television, etc.

4. Difference between the total amount of reportable segments and the amount recorded in consolidated financial statements, and the main details of the difference (matters related to adjustment of differences)

(Millions of yen)

Sales	The previous fiscal year	The current fiscal year
Total Reportable Segments	42,355	43,025
Net Sales in the "Other" segment	7,890	8,358
Inter-segment transaction elimination	(5,132)	(5,710)
Net Sales in Consolidated Financial Statements	45,113	45,673

(Millions of yen)

profit	The previous fiscal year	The current fiscal year
Total Reportable Segments	7,098	6,866
Profit in the "Other" segment	571	711
Inter-segment transaction elimination	44	28
Company-wide expenses (Note)	(727)	(792)
Adjustment of inventories	0	(5)
Adjustment amount of property, plant and equipment	(87)	(84)
Adjustment of intangible assets	(1)	0
Operating Profit in Consolidated Financial Statements	6,897	6,723

Note: Company-wide expenses are general and administrative expenses that are not primarily attributable to reportable segments.

(Millions of yen)

Assets	The previous fiscal year	The current fiscal year
Total Reportable Segments	38,791	40,021
Assets in the "Other" category	7,904	8,378
Elimination of offsetting of receivables and liabilities between segments	(732)	(913)
Coordination of investments in affiliated companies	(1,043)	(1,012)
Company-wide assets (Note)	21,252	21,544
Adjustment of inventories	(27)	(36)
Adjustment amount of property, plant and equipment	(431)	(453)
Adjustment of intangible assets	(1)	(1)
Adjustment of assets related to retirement benefits	998	1,431
Other	(158)	(260)
Total assets in consolidated financial statements	66,549	68,697

Note: Company-wide assets are mainly the Company's surplus funds under management (cash and deposits) and long-term investment funds (long-term deposits) that are not attributable to the Reportable Segment.

(Millions of yen)

Other items	Total Reportable Segments		Other		Adjustment amount		Per consolidated financial statements	
	The previous fiscal year	The current fiscal year	The previous fiscal year	The current fiscal year	The previous fiscal year	The current fiscal year	The previous fiscal year	The current fiscal year
Depreciation	2,084	2,407	376	394	(173)	(195)	2,287	2,605
Increase in property, plant and equipment and intangible assets	2,852	3,483	356	492	(299)	(356)	2,909	3,619

Note: The amount of adjustment for depreciation and amortization and the amount of adjustment for the increase in property, plant and equipment and intangible assets are mainly the amount of elimination of unrealized profits.

#### Related Information

The previous fiscal year (March 21, 2024 to March 20, 2025)

##### 1. Product and Service Information

Since the same information is disclosed in the segment information, it is omitted.

##### 2. Regional Information

###### (1) Net Sales

Net sales to external customers in Japan exceed 90% of net sales in the consolidated statements of income, so the description is omitted.

###### (2) Property, plant and equipment

There are no property, plant and equipment located outside of Japan.

##### 3. Information per main customer

We have omitted the description because we do not have specific external customers that account for more than 10% of sales in the consolidated statements of income.

The current fiscal year (March 21, 2025 to March 20, 2026)

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#### Information on impairment losses on fixed assets by reportable segment

The previous fiscal year (March 21, 2024 to March 20, 2025)

Not applicable.

The current fiscal year (March 21, 2025 to March 20, 2026)

Not applicable.

#### Information on amortization and unamortized balances of goodwill by reportable segment

The previous fiscal year (March 21, 2024 to March 20, 2025)

Not applicable.

The current fiscal year (March 21, 2025 to March 20, 2026)

Not applicable.

#### Information on gain on bargain purchase by reportable segment

The previous fiscal year (March 21, 2024 to March 20, 2025)

Not applicable.

The current fiscal year (March 21, 2025 to March 20, 2026)

Not applicable.