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

November 12, 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 to file Semi-annual Securities Report: November 13, 2026
Scheduled date to commence dividend payments: December 4, 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 six months ended September 30, 2026 (from April 1, 2026 to September 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	%
Six months ended September 30, 2026	41,812	48.5	11,766	109.9	11,831	104.8	8,140	101.1
Six months ended September 30, 2025	28,161	(1.3)	5,605	(3.8)	5,776	0.4	4,048	4.1

Note: Comprehensive income Six months ended September 30, 2026 ¥10,239 million [147.3%]
Six months ended September 30, 2025 ¥4,141 million [24.1%]

	Earnings per share	Diluted earnings per share
	Yen	Yen
Six months ended September 30, 2026	356.03	–
Six months ended September 30, 2025	174.69	–

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio
	Millions of yen	Millions of yen	%
As of September 30, 2026	116,854	87,907	75.2
As of March 31, 2026	105,629	79,418	75.2

Reference: Equity As of September 30, 2026 ¥87,907 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	–	143.00			
Year ending March 31, 2027 (Forecast)			–	48.00	–

Notes: 1. Revisions to the cash dividend forecasts most recently announced: Yes

2. The Company has decided to pay a second quarter-end dividend of 143 yen for the fiscal year ending March 31, 2027, which had been undecided. Additionally, the annual dividend forecast, including the year-end dividend, has been revised. For details, please refer to "Notice of Determination of Dividends of Surplus (Interim Dividends) and Revision to Year-end Dividend Forecasts" released on November 12, 2026.

3. The Company will conduct a share split at a ratio of 3 shares for every 1 share of common shares, effective January 1, 2027. For the year ending March 31, 2027 (forecast), the fiscal year-end dividend per share reflects the impact of this share split, and the total annual

dividends per share are indicated as "–." Without considering the impact of the share split, the fiscal year-end dividend for the year ending March 31, 2027 (forecast) would be 144.00 yen, and the annual dividends per share would be 287.00 yen.

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	90,000	51.3	23,500	94.1	23,500	81.5	16,400	83.4	239.05

Notes: 1. Revisions to the financial results forecasts most recently announced: Yes

For details, please refer to "Notice Concerning Revisions to Consolidated Financial Results Forecasts" released on November 12, 2026.

2. The Company will conduct a share split at a ratio of 3 shares for every 1 share of common shares, effective January 1, 2027. For the forecast of consolidated financial results for the year ending March 31, 2027, earnings per share reflects the impact of this share split. Without considering the impact of the share split, earnings per share would be 717.16 yen.

4. Notes

(1) Significant changes in the scope of consolidation during the six months ended September 30, 2026: No

(2) Application of special accounting methods for preparing semi-annual 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 September 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 September 30, 2026	2,174,379 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)

Six months ended September 30, 2026	22,864,221 shares	Six months ended September 30, 2025	23,175,298 shares

* Semi-annual financial results reports are exempt from review 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. Qualitative information on semi-annual 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.

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1. Qualitative information on semi-annual financial results

(1) Explanation of operating results

During the six months ended September 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 sharp 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, net sales increased year on year due to strong sales of mechanical seals for precision machinery. Despite changes in the product mix and increases in raw material prices and personnel expenses, operating profit increased year on year, as a result of successful cost reduction activities.

Consequently, the operating results for the six months ended September 30, 2026, were net sales of ¥41,812 million (year-on-year increase of 48.5%), operating profit of ¥11,766 million (year-on-year increase of 109.9%), ordinary profit of ¥11,831 million (year-on-year increase of 104.8%), and profit attributable to owners of parent of ¥8,140 million (year-on-year increase of 101.1%).

Consolidated net sales by reportable segment were ¥31,708 million in the Electronic Equipment Business (year-on-year increase of 72.1%), ¥10,084 million in the Industrial Equipment Business (year-on-year increase of 3.8%), and ¥19 million in Others (real estate rental, etc.) (year-on-year decrease of 4.7%).

Operating profit by reportable segment was ¥10,265 million in the Electronic Equipment Business (year-on-year increase of 145.6%), ¥1,486 million in the Industrial Equipment Business (year-on-year increase of 5.3%), and ¥14 million in Others (real estate rental, etc.) (year-on-year increase of 2.9%).

(2) Explanation of financial position

Total assets as of September 30, 2026 increased by ¥11,225 million from the end of the previous fiscal year to ¥116,854 million, mainly due to an increase in trade receivables and inventory buildup.

Total liabilities as of September 30, 2026 increased by ¥2,737 million from the end of the previous fiscal year to ¥28,947 million, mainly due to an increase in income taxes payable.

Total net assets as of September 30, 2026 increased by ¥8,488 million from the end of the previous fiscal year to ¥87,907 million, mainly due to the recording of profit attributable to owners of parent.

As a result, the equity ratio was 75.2% (75.2% at the end of the previous fiscal year).

Cash flows

The conditions of consolidated cash flows for the six months ended September 30, 2026 is as follows.

Net cash provided by operating activities was ¥4,518 million (¥6,691 million provided in the same period of the previous fiscal year). This was mainly attributable to profit before income taxes of ¥11,831 million (¥5,776 million in the same period of the previous fiscal year), a decrease in trade receivables of ¥(6,095) million (¥757 million in the same period of the previous fiscal year), income taxes paid of ¥(2,256) million (¥(1,511) million in the same period of the previous fiscal year).

Net cash used in investing activities was ¥(3,212) million (¥(2,889) million used in the same period of the previous fiscal year). This was mainly attributable to purchase of property, plant and equipment and intangible assets of ¥(3,198) million (¥(2,898) million in the same period of the previous fiscal year).

Net cash used in financing activities was ¥(2,021) million (¥(3,939) million used in the same period of the previous fiscal year). This was mainly attributable to dividends paid of ¥(1,827) million (¥(1,655) million in the same period of the previous fiscal year) and purchase of treasury shares of ¥(2) million (¥(2,000) million in the same period of the previous fiscal year).

As a result, cash and cash equivalents as of September 30, 2026 decreased by ¥447 million from the end of the previous fiscal year to ¥25,083 million.

(3) Research and development activities

The amount of research and development activities of the entire group during the six months ended September 30, 2026 amounted to ¥976 million. There were no material changes in the conditions of the Group's research and development activities during the six months ended September 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 August 6, 2026, based on the performance for the six months ended September 30, 2026, which exceeded expectations, as well as the current business environment. For details, please refer to "Notice Concerning Revisions to Consolidated Financial Results Forecasts" released on November 12, 2026.

2. Semi-annual consolidated financial statements and significant notes thereto

(1) Semi-annual consolidated balance sheet

(Millions of yen)

	As of March 31, 2026	As of September 30, 2026
Assets		
Current assets		
Cash and deposits	25,531	25,083
Notes and accounts receivable - trade	11,595	16,908
Electronically recorded monetary claims - operating	5,417	6,600
Merchandise and finished goods	1,947	2,182
Work in process	4,193	4,924
Raw materials and supplies	4,649	5,428
Other	1,024	1,378
Allowance for doubtful accounts	(3)	(3)
Total current assets	54,355	62,502
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	24,231	23,719
Machinery, equipment and vehicles, net	4,185	4,655
Land	5,586	6,147
Other, net	3,214	3,742
Total property, plant and equipment	37,217	38,265
Intangible assets		
Goodwill	3,266	3,032
Other	2,274	2,581
Total intangible assets	5,540	5,613
Investments and other assets		
Investment securities	7,643	9,591
Other	890	899
Allowance for doubtful accounts	(18)	(18)
Total investments and other assets	8,515	10,472
Total non-current assets	51,273	54,351
Total assets	105,629	116,854
Liabilities		
Current liabilities		
Notes and accounts payable - trade	2,449	2,868
Electronically recorded obligations - operating	2,059	2,291
Short-term borrowings	750	750
Current portion of long-term borrowings	300	400
Accounts payable - other	2,262	1,972
Income taxes payable	2,269	3,940
Provision for bonuses	1,379	1,224
Electronically recorded obligations - facilities	256	161
Other	981	1,559
Total current liabilities	12,708	15,168
Non-current liabilities		
Bonds payable	10,000	10,000
Long-term borrowings	475	225
Retirement benefit liability	1,763	1,856
Asset retirement obligations	87	90
Other	1,175	1,606
Total non-current liabilities	13,501	13,778
Total liabilities	26,210	28,947

(Millions of yen)

	As of March 31, 2026	As of September 30, 2026
Net assets		
Shareholders' equity		
Share capital	4,966	4,966
Capital surplus	5,408	5,473
Retained earnings	66,687	72,998
Treasury shares	(4,475)	(4,463)
Total shareholders' equity	72,586	78,974
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,052	5,383
Foreign currency translation adjustment	2,591	3,371
Remeasurements of defined benefit plans	189	176
Total accumulated other comprehensive income	6,832	8,932
Total net assets	79,418	87,907
Total liabilities and net assets	105,629	116,854

(2) Semi-annual consolidated statement of income and semi-annual consolidated statement of comprehensive income

Semi-annual consolidated statement of income

(Millions of yen)

	Six months ended September 30, 2025	Six months ended September 30, 2026
Net sales	28,161	41,812
Cost of sales	16,774	22,782
Gross profit	11,386	19,030
Selling, general and administrative expenses	5,781	7,263
Operating profit	5,605	11,766
Non-operating income		
Dividend income	106	107
Foreign exchange gains	135	–
Purchase discounts	22	48
Subsidy income	–	90
Other	17	51
Total non-operating income	281	297
Non-operating expenses		
Interest expenses	73	74
Foreign exchange losses	–	120
Loss on disposal of non-current assets	15	7
Other	22	30
Total non-operating expenses	110	233
Ordinary profit	5,776	11,831
Profit before income taxes	5,776	11,831
Income taxes - current	1,684	3,849
Income taxes - deferred	43	(158)
Total income taxes	1,727	3,690
Profit	4,048	8,140
Profit attributable to owners of parent	4,048	8,140

Semi-annual consolidated statement of comprehensive income

(Millions of yen)

	Six months ended September 30, 2025	Six months ended September 30, 2026
Profit	4,048	8,140
Other comprehensive income		
Valuation difference on available-for-sale securities	752	1,331
Foreign currency translation adjustment	(649)	780
Remeasurements of defined benefit plans, net of tax	(10)	(12)
Total other comprehensive income	92	2,099
Comprehensive income	4,141	10,239
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,141	10,239

(3) Semi-annual consolidated statements of cash flows

(Millions of yen)

	Six months ended September 30, 2025	Six months ended September 30, 2026
Cash flows from operating activities		
Profit before income taxes	5,776	11,831
Depreciation	1,629	1,798
Amortization of goodwill	233	233
Loss (gain) on disposal of non-current assets	15	7
Subsidy income	–	(90)
Increase (decrease) in provision for bonuses	(56)	(156)
Increase (decrease) in retirement benefit asset and liability	(84)	74
Interest and dividend income	(113)	(134)
Interest expenses	73	74
Decrease (increase) in trade receivables	757	(6,095)
Decrease (increase) in inventories	1,139	(1,492)
Increase (decrease) in trade payables	(769)	118
Increase (decrease) in accrued consumption taxes	(199)	(78)
Other, net	(235)	542
Subtotal	8,164	6,632
Interest and dividends received	114	134
Interest paid	(75)	(81)
Income taxes refund (paid)	(1,511)	(2,256)
Subsidies received	–	90
Net cash provided by (used in) operating activities	6,691	4,518
Cash flows from investing activities		
Purchase of property, plant and equipment and intangible assets	(2,898)	(3,198)
Other, net	9	(13)
Net cash provided by (used in) investing activities	(2,889)	(3,212)
Cash flows from financing activities		
Repayments of long-term borrowings	(150)	(150)
Purchase of treasury shares	(2,000)	(2)
Dividends paid	(1,655)	(1,827)
Other, net	(133)	(41)
Net cash provided by (used in) financing activities	(3,939)	(2,021)
Effect of exchange rate change on cash and cash equivalents	(440)	267
Net increase (decrease) in cash and cash equivalents	(578)	(447)
Cash and cash equivalents at beginning of period	21,883	25,531
Cash and cash equivalents at end of period	21,304	25,083

(4) Notes on semi-annual 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 semi-annual consolidated statements of cash flows

* The reconciliation of cash and cash equivalents at end of period and the related account on the semi-annual consolidated balance sheet is as follows.

(Millions of yen)

	Six months ended September 30, 2025	Six months ended September 30, 2026
Cash and deposits	21,304	25,083
Time deposits with maturity over 3 months	–	–
Cash and cash equivalents	21,304	25,083

Notes on segment information, etc.

[Segment information]

I. Six months ended September 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 reported in the semi-annual consolidated statement of income (Note 2)
	Electronic Equipment Business	Industrial Equipment Business	Total				
Net sales							
Net sales to external customers	18,427	9,712	28,140	20	28,161	–	28,161
Intersegment sales or transfers	–	–	–	–	–	–	–
Total	18,427	9,712	28,140	20	28,161	–	28,161
Segment profit	4,179	1,411	5,591	14	5,605	–	5,605

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 semi-annual 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. Six months ended September 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 reported in the semi-annual consolidated statement of income (Note 2)
	Electronic Equipment Business	Industrial Equipment Business	Total				
Net sales							
Net sales to external customers	31,708	10,084	41,793	19	41,812	–	41,812
Intersegment sales or transfers	–	–	–	–	–	–	–
Total	31,708	10,084	41,793	19	41,812	–	41,812
Segment profit	10,265	1,486	11,751	14	11,766	–	11,766

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 semi-annual 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

Six months ended September 30, 2025

(Millions of yen)

	Reportable segment			Other (Note)	Total
	Electronic Equipment Business	Industrial Equipment Business	Total		
Japan	10,546	7,907	18,453	16	18,470
Asia	5,671	710	6,382	–	6,382
Other	2,209	1,094	3,304	–	3,304
Revenue from contracts with customers	18,427	9,712	28,140	16	28,157
Other revenue	–	–	–	4	4
Net sales to external customers	18,427	9,712	28,140	20	28,161

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

Six months ended September 30, 2026

(Millions of yen)

	Reportable segment			Other (Note)	Total
	Electronic Equipment Business	Industrial Equipment Business	Total		
Japan	17,210	8,652	25,863	15	25,879
Asia	10,391	882	11,273	–	11,273
Other	4,105	549	4,655	–	4,655
Revenue from contracts with customers	31,708	10,084	41,793	15	41,808
Other revenue	–	–	–	4	4
Net sales to external customers	31,708	10,084	41,793	19	41,812

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

Significant subsequent events

Share split and partial amendment to the Articles of Incorporation in connection with the share split

The Company resolved, at a meeting of its Board of Directors held on November 12, 2026, to conduct a share split and partially amend the Articles of Incorporation in connection with the share split.

(1) Purpose of the share split

The purpose of the share split is to reduce the minimum investment amount of the Company's shares, thereby broadening the investor base and improving the liquidity of the Company's shares.

(2) Overview of the share split

(i) Method of the share split

With December 31, 2026 as the record date, every 1 share of the Company's common shares held by shareholders listed or recorded in the final shareholder register as of that date will be split into 3 shares.

(ii) Increase in the number of shares resulting from the share split

Total number of issued shares before the share split	25,042,406 shares
Increase in the number of shares resulting from the share split	50,084,812 shares
Total number of issued shares after the share split	75,127,218 shares
Total number of authorized shares after the share split	240,000,000 shares

(iii) Schedule

Date of public notice of the record date	December 15, 2026
Record date	December 31, 2026
Effective date	January 1, 2027

(iv) Impact on per share information

Per share information assuming that the share split had been conducted at the beginning of the previous fiscal year is as follows:

(Yen)

	Six months ended September 30, 2025	Six months ended September 30, 2026
Earnings per share	58.23	118.68
Diluted earnings per share	–	–

(3) Partial amendment to the Articles of Incorporation due to the share split

(i) Reasons for the amendment

In connection with the share split, pursuant to Article 184, Paragraph 2 of the Companies Act, the Company will change the total number of authorized shares stipulated in Article 5 of its Articles of Incorporation, effective January 1, 2027.

(ii) Details of the amendment

The details of the amendment are as follows.

(Underlined portions indicate amendments.)

Before Amendment	After Amendment
Article 5. (Total Number of Shares) The total number of shares authorized to be issued by the Company shall be eighty million (80,000,000) shares.	Article 5. (Total Number of Shares) The total number of shares authorized to be issued by the Company shall be two hundred forty million (240,000,000) shares.

(iii) Schedule for the amendment to the Articles of Incorporation

Date of resolution by the Board of Directors	November 12, 2026
Effective date	January 1, 2027

(4) Other

Change in stated capital

There will be no change in the amount of stated capital in connection with the share split.