Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

May 15, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

Company name: LEC,INC.
Listing: Tokyo Stock Exchange
Securities code: 7874
URL: https://www.lecinc.co.jp
Representative: Mitsuo Aoki Chairperson and President
Inquiries: Hideo Masuda Director, Managing Executive Officer
Telephone: +81-3-3527-2150

Scheduled date of annual general meeting of shareholders: June 25, 2026
Scheduled date to commence dividend payments: June 5, 2026
Scheduled date to file annual securities report: June 24, 2026
Preparation of supplementary material on financial results: None
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 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	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	68,294	3.0	4,136	48.8	4,429	44.1	2,978	78.6
March 31, 2025	66,304	9.1	2,780	70.8	3,074	82.2	1,667	109.5

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥ 3,690 million [33.9%]
For the fiscal year ended March 31, 2025: ¥ 2,755 million [47.8%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	91.22	90.54	8.3	4.8	6.1
March 31, 2025	50.92	50.47	4.8	3.5	4.2

Reference: Share of profit (loss) of entities accounted for using equity method
For the fiscal year ended March 31, 2026: ¥ (36) million
For the fiscal year ended March 31, 2025: ¥ (50) million

(Note) Provisional accounting treatments for business combinations were finalized in the first quarter of the fiscal year ending March 31, 2026. The figures for the fiscal year ending March 31, 2025 reflect the finalized provisional accounting treatments.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	93,805	38,805	40.0	1,146.51
March 31, 2025	88,928	35,984	38.7	1,058.56

Reference: Equity
As of March 31, 2026: ¥ 37,543 million
As of March 31, 2025: ¥ 34,405 million

(Note) Provisional accounting treatments for business combinations were finalized in the first quarter of the fiscal year ending March 31, 2026. The figures for the fiscal year ending March 31, 2025 reflect the finalized provisional accounting treatments.

(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
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	9,030	2,504	(1,107)	24,178
March 31, 2025	4,213	(10,759)	(251)	13,708

(Note) Provisional accounting treatments for business combinations were finalized in the first quarter of the fiscal year ending March 31, 2026. The figures for the fiscal year ending March 31, 2025 reflect the finalized provisional accounting treatments.

2. Cash dividends

	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	%	%
Fiscal year ended March 31, 2025	-	10.00	-	10.00	20.00	655	39.3	1.9
Fiscal year ended March 31, 2026	-	10.00	-	17.00	27.00	907	29.6	2.4
Fiscal year ending March 31, 2027 (Forecast)	-	14.00	-	14.00	28.00		30.6	

Note: Breakdown of the year-end dividend for the fiscal year ended March 31, 2026 :

Commemorative dividend - yen

Special dividend - yen

3. Consolidated financial result forecasts for the fiscal 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		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	70,500	3.2	4,200	1.5	4,200	(5.2)	3,000	0.7	91.61

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

Newly included: - companies( )

Excluded: - companies( )

(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 31, 2026	38,165,340 shares
As of March 31, 2025	38,165,340 shares

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

As of March 31, 2026	5,419,992 shares
As of March 31, 2025	5,663,492 shares

(iii) Average number of shares outstanding during the period

Fiscal Year ended March 31, 2026	32,649,872 shares
Fiscal Year ended March 31, 2025	32,747,222 shares

[Reference] Overview of non-consolidated financial results

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

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	65,326	4.2	4,824	55.1	5,128	59.9	3,612	118.6
March 31, 2025	62,671	14.3	3,110	50.1	3,207	50.6	1,652	81.4

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2026	110.64	109.81
March 31, 2025	50.47	50.02

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	90,285	36,260	40.0	1,103.00
March 31, 2025	84,730	32,667	38.3	999.75

Reference: Equity

As of March 31, 2026: ¥ 36,118 million

As of March 31, 2025: ¥ 32,494 million

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

None

* Proper use of earnings forecasts, and other special matters

Business forecasts contained in this report are based on information available to the Company and on a certain assumption the Company considers reasonable on the date of this report's announcement, and it does not constitute the Company's intention to promise the accomplishment of the forecasts. Actual results may differ significantly from such forecasts due to various risks and uncertainties.

In addition, the Company has introduced ESOP, and the Company shares owned by ESOP are included in treasury shares.

Consolidated Financial Statements and Primary Notes

Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	29,955	34,697
Notes and accounts receivable - trade	10,904	10,484
Securities	300	-
Merchandise and finished goods	10,024	10,016
Work in process	654	666
Raw materials and supplies	2,054	2,265
Other	1,557	1,113
Allowance for doubtful accounts	(0)	(107)
Total current assets	55,449	59,136
Non-current assets		
Property, plant and equipment		
Buildings and structures	16,232	16,501
Accumulated depreciation	(8,872)	(9,456)
Buildings and structures, net	7,360	7,044
Machinery, equipment and vehicles	15,882	15,906
Accumulated depreciation	(11,055)	(11,939)
Machinery, equipment and vehicles, net	4,827	3,967
Land	5,946	5,978
Leased assets	1,803	2,034
Accumulated depreciation	(568)	(684)
Leased assets, net	1,234	1,350
Construction in progress	561	886
Other	18,772	19,579
Accumulated depreciation	(18,021)	(18,807)
Other, net	751	772
Total property, plant and equipment	20,681	19,998
Intangible assets		
Goodwill	1,150	1,025
Other	1,277	1,196
Total intangible assets	2,427	2,222
Investments and other assets		
Investment securities	9,026	10,761
Deferred tax assets	327	220
Retirement benefit asset	-	146
Other	1,015	1,319
Allowance for doubtful accounts	(0)	(0)
Total investments and other assets	10,369	12,447
Total non-current assets	33,478	34,669
Total assets	88,928	93,805

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	2,634	2,547
Short-term borrowings	-	1,000
Current portion of long-term borrowings	4,000	6,150
Lease liabilities	90	133
Income taxes payable	390	744
Provision for product warranties	5	3
Provision for bonuses	413	431
Provision for loss on disaster	35	35
Other	2,192	3,351
Total current liabilities	9,761	14,397
Non-current liabilities		
Long-term borrowings	40,900	37,750
Lease liabilities	1,349	1,450
Provision for share awards	262	251
Retirement benefit liability	273	97
Asset retirement obligations	27	24
Deferred tax liabilities	43	708
Other	325	319
Total non-current liabilities	43,181	40,602
Total liabilities	52,943	54,999
Net assets		
Shareholders' equity		
Share capital	5,491	5,491
Capital surplus	7,410	7,332
Retained earnings	22,652	24,960
Treasury shares	(5,366)	(5,134)
Total shareholders' equity	30,188	32,649
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,384	3,850
Foreign currency translation adjustment	877	898
Remeasurements of defined benefit plans	(45)	144
Total accumulated other comprehensive income	4,216	4,893
Share acquisition rights	173	142
Non-controlling interests	1,406	1,120
Total net assets	35,984	38,805
Total liabilities and net assets	88,928	93,805

Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	66,304	68,294
Cost of sales	48,878	47,605
Gross profit	17,426	20,688
Selling, general and administrative expenses	14,645	16,551
Operating profit	2,780	4,136
Non-operating income		
Interest income	82	133
Dividend income	126	202
Foreign exchange gains	109	92
Outsourcing service income	138	59
Subsidy income	27	23
Other	171	146
Total non-operating income	655	657
Non-operating expenses		
Interest expenses	260	313
Share of loss of entities accounted for using equity method	50	36
Other	51	13
Total non-operating expenses	362	364
Ordinary profit	3,074	4,429
Extraordinary income		
Gain on sale of investment securities	-	355
Total extraordinary income	-	355
Extraordinary losses		
Loss on sale of non-current assets	-	201
Impairment losses	271	4
Loss on retirement of non-current assets	127	93
Loss on valuation of investment securities	211	-
Loss on sale of shares of subsidiaries and associates	145	-
Total extraordinary losses	756	299
Profit before income taxes	2,318	4,486
Income taxes - current	744	1,016
Income taxes - deferred	(109)	456
Total income taxes	634	1,472
Profit	1,684	3,014
Profit attributable to non-controlling interests	16	35
Profit attributable to owners of parent	1,667	2,978

Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Profit	1,684	3,014
Other comprehensive income		
Valuation difference on available-for-sale securities	959	465
Deferred gains or losses on hedges	(3)	-
Foreign currency translation adjustment	117	20
Remeasurements of defined benefit plans, net of tax	(1)	190
Total other comprehensive income	1,071	676
Comprehensive income	2,755	3,690
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,740	3,655
Comprehensive income attributable to non-controlling interests	15	35

Consolidated Statement of Changes in Equity

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income	
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges
Balance at beginning of period	5,491	7,236	21,655	(1,967)	32,415	2,425	2
Changes during period							
Dividends of surplus			(679)		(679)		
Profit attributable to owners of parent			1,667		1,667		
Purchase of treasury shares				(4,875)	(4,875)		
Disposal of treasury shares		174		1,477	1,651		
Change in ownership interest of parent due to transactions with non-controlling interests					-		
Other			8		8		
Net changes in items other than shareholders' equity						959	(2)
Total changes during period	-	174	997	(3,398)	(2,226)	959	(2)
Balance at end of period	5,491	7,410	22,652	(5,366)	30,188	3,384	-

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	759	(43)	3,143	206	1,828	37,593
Changes during period						
Dividends of surplus						(679)
Profit attributable to owners of parent						1,667
Purchase of treasury shares						(4,875)
Disposal of treasury shares						1,651
Change in ownership interest of parent due to transactions with non-controlling interests						-
Other						8
Net changes in items other than shareholders' equity	117	(1)	1,072	(32)	(421)	617
Total changes during period	117	(1)	1,072	(32)	(421)	(1,609)
Balance at end of period	877	(45)	4,216	173	1,406	35,984

For the fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income	
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges
Balance at beginning of period	5,491	7,410	22,652	(5,366)	30,188	3,384	-
Changes during period							
Dividends of surplus			(670)		(670)		
Profit attributable to owners of parent			2,978		2,978		
Purchase of treasury shares		(1)		(1)	(2)		
Disposal of treasury shares		(14)		233	218		
Change in ownership interest of parent due to transactions with non-controlling interests		(63)			(63)		
Other		0	(0)		(0)		
Net changes in items other than shareholders' equity						465	-
Total changes during period	-	(78)	2,307	232	2,461	465	-
Balance at end of period	5,491	7,332	24,960	(5,134)	32,649	3,850	-

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	877	(45)	4,216	173	1,406	35,984
Changes during period						
Dividends of surplus						(670)
Profit attributable to owners of parent						2,978
Purchase of treasury shares						(2)
Disposal of treasury shares						218
Change in ownership interest of parent due to transactions with non-controlling interests						(63)
Other						(0)
Net changes in items other than shareholders' equity	20	190	676	(30)	(286)	359
Total changes during period	20	190	676	(30)	(286)	2,821
Balance at end of period	898	144	4,893	142	1,120	38,805

Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	2,318	4,486
Depreciation	3,400	2,933
Impairment losses	271	4
Amortization of goodwill	97	124
Share-based payment expenses	74	171
Increase (decrease) in allowance for doubtful accounts	0	107
Increase (decrease) in provision for bonuses	18	18
Increase (decrease) in provision for product warranties	(29)	(1)
Increase (decrease) in retirement benefit liability	(39)	175
Decrease (increase) in retirement benefit asset	-	(146)
Increase (decrease) in provision for share awards	(6)	(11)
Interest and dividend income	(208)	(335)
Interest expenses	260	313
Foreign exchange losses (gains)	(94)	19
Loss (gain) on sale of property, plant and equipment	-	201
Loss (gain) on valuation of investment securities	211	-
Loss (gain) on sale of shares of subsidiaries and associates	145	-
Decrease (increase) in trade receivables	(647)	432
Decrease (increase) in inventories	(618)	(192)
Decrease (increase) in other current assets	(381)	436
Increase (decrease) in trade payables	749	(94)
Increase (decrease) in other current liabilities	(500)	1,382
Other, net	234	(372)
Subtotal	5,257	9,653
Interest and dividends received	223	337
Interest paid	(271)	(309)
Income taxes paid	(1,028)	(685)
Income taxes refund	31	29
Other, net	1	4
Net cash provided by (used in) operating activities	4,213	9,030
Cash flows from investing activities		
Payments into time deposits	(16,219)	(10,458)
Proceeds from withdrawal of time deposits	12,614	16,200
Purchase of property, plant and equipment	(1,489)	(2,220)
Purchase of intangible assets	(23)	(343)
Proceeds from sale and redemption of short-term and long-term investment securities	145	800
Purchase of short-term and long-term investment securities	(1,516)	(1,222)
Payments for acquisition of businesses	(3,066)	-
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	(1,237)	-
Other, net	35	(251)
Net cash provided by (used in) investing activities	(10,759)	2,504

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from financing activities		
Proceeds from short-term borrowings	-	1,000
Proceeds from long-term borrowings	9,500	3,000
Repayments of long-term borrowings	(5,650)	(4,000)
Repayments of finance lease liabilities	(108)	(52)
Purchase of treasury shares	(4,812)	-
Proceeds from disposal of treasury shares	1,499	-
Dividends paid	(679)	(670)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	-	(385)
Other, net	-	0
Net cash provided by (used in) financing activities	(251)	(1,107)
Effect of exchange rate change on cash and cash equivalents	110	43
Net increase (decrease) in cash and cash equivalents	(6,686)	10,470
Cash and cash equivalents at beginning of period	20,394	13,708
Cash and cash equivalents at end of period	13,708	24,178