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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
Inquiries: General Manager of Accounting & Financial Department Masahiro Fujii TEL 06-7166-8248
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.

Semi-annual consolidated financial statements

(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