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April 25, 2025

Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under Japanese GAAP)

Company name: PACIFIC INDUSTRIAL CO., LTD.
 Listing: Tokyo Stock Exchange and Nagoya Stock Exchange
 Securities code: 7250
 URL: <https://www.pacific-ind.co.jp/>
 Representative: Tetsushi Ogawa, President
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 Telephone: +81-584-93-0117
 Scheduled date of annual general meeting of shareholders: June 14, 2025
 Scheduled date to commence dividend payments: June 2, 2025
 Scheduled date to file annual securities report: June 16, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

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

1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

(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	%
Fiscal year ended								
March 31, 2025	206,129	(0.6)	13,676	(5.4)	17,273	(8.3)	13,221	(22.1)
March 31, 2024	207,348	8.4	14,456	55.5	18,836	42.6	16,974	82.5

Note: Comprehensive income For the fiscal year ended March 31, 2025: ¥7,124 million [(78.1)%]
 For the fiscal year ended March 31, 2024: ¥32,579 million [170.3%]

	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
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	229.68	229.21	7.9	5.9	6.6
March 31, 2024	289.48	288.90	11.2	6.8	7.0

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2025: ¥1,283 million
 For the fiscal year ended March 31, 2024: ¥1,384 million

(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, 2025	291,424	167,747	57.2	2,911.94
March 31, 2024	292,455	167,397	56.9	2,840.12

Reference: Equity
 As of March 31, 2025: ¥166,594 million
 As of March 31, 2024: ¥166,310 million

(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, 2025	23,434	(23,398)	(10,160)	34,656
March 31, 2024	35,381	(19,577)	(4,660)	44,490

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, 2024	-	22.00	-	55.00	77.00	4,543	26.6	3.0
Fiscal year ended March 31, 2025	-	26.00	-	32.00	58.00	3,344	25.3	2.0
Fiscal year ending March 31, 2026 (Forecast)	-	29.00	-	29.00	58.00		30.2	

3. Consolidated earnings forecast for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

	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	%	
First half	101,000	1.4	7,000	42.8	8,000	23.6	5,500	3.2	96.14
Full year	202,000	(2.0)	13,000	(4.9)	15,500	(10.3)	11,000	(16.8)	192.27

*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: Yes
 - (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, 2025	61,312,896shares
As of March 31, 2024	61,312,896shares
 - (ii) Number of treasury shares at the end of the period

As of March 31, 2025	4,102,109shares
As of March 31, 2024	2,755,384shares
 - (iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	57,566,164shares
Fiscal year ended March 31, 2024	58,637,984shares

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	82,727	4.5	5,496	(12.0)	12,202	(6.0)	9,558	(33.9)
March 31, 2024	79,144	(4.4)	6,247	27.0	12,977	20.7	14,466	75.8

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2025	164.76	164.42
March 31, 2024	244.83	244.34

(2) Non-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 31, 2025	206,701	105,253	50.9	1,823.73
March 31, 2024	207,972	107,292	51.5	1,816.66

Reference: Equity

As of March 31, 2025: ¥105,155 million

As of March 31, 2024: ¥107,194 million

* 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

Explanation about appropriate use of the financial results forecasts, and other noteworthy matters

Statements related to the future, including the forecasts of financial results, described in this document are based on information currently available to Pacific industrial and on certain assumptions deemed by Pacific industrial to be rational.

Consolidated Balance Sheets

(Million Yen)

	FY2023 (As of Mar.31, 2024)	FY2024 (As of Mar.31, 2025)		FY2023 (As of Mar.31, 2024)	FY2024 (As of Mar.31, 2025)
(Assets)			(Liabilities)		
Current Assets	102,147	97,080	Current Liabilities	53,678	61,439
Cash and time deposits	45,120	35,609	Trade notes and accounts payable	13,942	15,996
Notes receivable - trade	1,601	1,293	Electronically recorded obligations - operating	6,530	5,953
Accounts receivable	27,965	26,324	Short-term borrowings	10	6,005
Merchandise and finished goods	7,522	7,908	Current portion of long-term borrowings	6,969	9,822
Work in process	7,689	8,833	Accounts payable	6,749	9,437
Raw materials and supplies	6,797	7,438	Accrued expenses	3,460	3,116
Accounts receivable	4,970	9,335	Income taxes payable	7,044	1,065
Other current assets	644	505	Consumption taxes payable	123	111
Less: Allowance for doubtful accounts	(164)	(168)	Deposit received	403	225
Fixed Assets	190,308	194,344	Allowance for bonuses	1,844	1,963
Property, Plant and Equipment	128,980	140,807	Notes payable - facilities	22	3
Buildings and structures	50,445	53,195	Other current liabilities	6,577	7,738
Machinery and vehicles	50,328	43,985	Noncurrent Liabilities	71,380	62,238
Tools, Furniture, and fixtures	2,475	2,413	Long-term borrowings	54,958	45,114
Land	11,414	11,365	Deferred tax liabilities	12,816	10,498
Lease Asset	1,526	5,876	Provision for directors retirement benefit	180	180
Construction in progress	12,789	23,970	Net defined benefit liabilities	665	710
Intangible Fixed Assets	6,059	4,839	Other noncurrent liabilities	2,759	5,733
Goodwill	2,883	2,202	Total Liabilities	125,058	123,677
Other	3,176	2,636			
Investments and Other Assets	55,267	48,697	(Net assets)		
Investments in securities	43,493	38,290	Shareholders' Equity	120,941	127,430
Long-term loans	10	7	Capital stock	7,316	7,316
Deferred tax assets	171	178	Capital surplus	7,690	7,689
Net defined benefit asset	10,853	9,210	Retained earnings	108,399	116,876
Other fixed assets	741	1,012	Less: Treasury stock at cost	(2,465)	(4,452)
Less: Allowance for doubtful accounts	(2)	(2)	Valuation and Translation Adjustment	45,369	39,163
			Valuation difference on available securities	19,694	14,801
			Foreign currency translation adjustments	22,094	22,482
			Remeasurement of defined benefit plan	3,580	1,879
			Subscription rights to shares	97	97
			Minority Interests	988	1,055
			Total Net Assets	167,397	167,747
Total Assets	292,455	291,424	Total Liabilities and Net Assets	292,455	291,424

Consolidated Statements of Income

(Million Yen)

	FY2023 For the fiscal year ended March 31, 2024	FY2024 For the fiscal year ended March 31, 2025
Net sales	207,348	206,129
Cost of sales	177,558	177,482
Gross profit	29,790	28,646
Selling, general and administrative expenses	15,334	14,970
Operating Income (loss)	14,456	13,676
Non-operating income	4,740	4,013
Interest income	483	763
Dividend income	896	736
Equity in earnings of affiliated companies	1,384	1,283
Foreign exchange gain	1,348	265
Subsidy income	107	615
Other non-operating income	519	349
Non-operating Expenses	360	416
Interest expense	329	346
Other non-operating expense	31	70
Ordinary income (loss)	18,836	17,273
Extraordinary income	15,520	360
Gain on sales of fixed assets	-	360
Gain on sales of investment securities	15,520	-
Extraordinary Losses	7,903	426
Loss on sales and retirements of fixed assets	350	426
Impairment loss	7,553	-
Profit (loss) before income taxes and non controlling interests	26,452	17,207
Income taxes	9,436	3,940
Current term net profit (loss)	17,015	13,266
Profit (loss) attributable to non-controlling interests	40	44
Profit (loss) attributable to owners of parent	16,974	13,221

Consolidated Statements of Changes in Equity

For the fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,316	7,686	94,044	(1,193)	107,854
Changes during period					
Dividends of surplus			(2,620)		(2,620)
Profit attributable to owners of parent			16,974		16,974
Purchase of treasury shares				(1,285)	(1,285)
Disposal of treasury shares		3		13	17
Purchase of shares of consolidated subsidiaries					—
Net changes in items other than shareholders' equity					
Total changes during period	—	3	14,354	(1,271)	13,086
Balance at end of period	7,316	7,690	108,399	(2,465)	120,941

(Millions of yen)

	Accumulated other comprehensive income				Share acquisition rights	Non controlling interests	Total net assets
	Valuation difference on available for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	16,100	13,154	608	29,862	97	905	136,721
Changes during period							
Dividends of surplus							(2,620)
Profit attributable to owners of parent							16,974
Purchase of treasury shares							(1,285)
Disposal of treasury shares							17
Purchase of shares of consolidated subsidiaries							—
Net changes in items other than shareholders' equity	3,594	8,940	2,972	15,506		83	15,589
Total changes during period	3,594	8,940	2,972	15,506	—	83	28,675
Balance at end of period	19,694	22,094	3,580	45,369	97	988	167,397

Consolidated Statements of Changes in Equity

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,316	7,690	108,399	(2,465)	120,941
Changes during period					
Dividends of surplus			(4,744)		(4,744)
Profit attributable to owners of parent			13,221		13,221
Purchase of treasury shares				(1,999)	(1,999)
Disposal of treasury shares		4		12	17
Purchase of shares of consolidated subsidiaries		(5)			(5)
Net changes in items other than shareholders' equity					
Total changes during period	—	(0)	8,477	(1,987)	6,489
Balance at end of period	7,316	7,689	116,876	(4,452)	127,430

(Millions of yen)

	Accumulated other comprehensive income				Share acquisition rights	Non controlling interests	Total net assets
	Valuation difference on available for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	19,694	22,094	3,580	45,369	97	988	167,397
Changes during period							
Dividends of surplus							(4,744)
Profit attributable to owners of parent							13,221
Purchase of treasury shares							(1,999)
Disposal of treasury shares							17
Purchase of shares of consolidated subsidiaries							(5)
Net changes in items other than shareholders' equity	(4,892)	388	(1,700)	(6,205)		66	(6,139)
Total changes during period	(4,892)	388	(1,700)	(6,205)	—	66	350
Balance at end of period	14,801	22,482	1,879	39,163	97	1,055	167,747

Net cash provided by (used in) operating activities

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	26,452	17,207
Depreciation	17,913	16,111
Impairment loss	7,553	—
Amortization of goodwill	1,218	657
Share-based compensation expenses	16	17
Increase (decrease) in allowance for doubtful accounts	(28)	6
Increase (decrease) in provision for retirement benefits for directors (and other officers)	3	4
Increase (decrease) in provision for bonuses	232	115
Increase (decrease) in retirement benefit liability	(37)	(19)
Decrease (increase) in retirement benefit asset	(321)	(739)
Subsidy income	(107)	(615)
Interest and dividend income	(1,380)	(1,500)
Interest expenses	329	346
Foreign exchange losses (gains)	(696)	(189)
Share of loss (profit) of entities accounted for using equity method	(1,384)	(1,283)
Loss (gain) on sales and retirement of property, plant and equipment	168	(97)
Loss (gain) on sales of investment securities	(15,520)	—
Decrease (increase) in trade receivables	3,434	2,003
Decrease (increase) in inventories	2,920	(2,083)
Decrease (increase) in other current assets	(478)	873
Increase (decrease) in trade payables	(2,103)	1,426
Increase (decrease) in other current liabilities	950	(309)
Other, net	142	45
Subtotal	39,278	31,978
Interest and dividends received	1,392	1,524
Interest paid	(341)	(345)
Income taxes paid	(4,948)	(9,722)
Net cash provided by (used in) operating activities	35,381	23,434
Cash flows from investing activities		
Payments into time deposits	(616)	(1,169)
Proceeds from withdrawal of time deposits	528	786
Purchase of property, plant and equipment	(34,645)	(24,552)
Proceeds from sales of property, plant and equipment	45	951
Purchase of intangible assets	(92)	(96)
Proceeds from sales of intangible assets	—	564
Purchase of investment securities	(536)	(0)
Proceeds from sale of investment securities	15,810	—
Net decrease (increase) in short-term loans receivable	0	1
Loan advances	(2)	(7)
Proceeds from collection of loans receivable	28	21
Other, net	(97)	101
Net cash provided by (used in) investing activities	(19,577)	(23,398)
Cash flows from financing activities		
Net increase (decrease) in short-term loans payable	(1,005)	5,995
Proceeds from long-term borrowings	8,200	—
Repayments of long-term borrowings	(6,976)	(6,980)
Repayments of lease liabilities	(5,408)	(4,688)
Proceeds from sales and leasebacks	4,449	2,301
Purchase of treasury shares	(1,285)	(1,999)
Dividends paid	(2,619)	(4,741)
Dividends paid to non-controlling interests	(15)	(14)
Other, net	—	(31)
Net cash provided by (used in) financing activities	(4,660)	(10,160)
Effect of exchange rate change on cash and cash equivalents	1,753	290
Net increase (decrease) in cash and cash equivalents	12,896	(9,834)
Cash and cash equivalents at beginning of period	31,593	44,490
Cash and cash equivalents at end of period	44,490	34,656