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October 27, 2025

Consolidated Financial Results for the Six Months Ended September 30, 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/>
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 Scheduled date to file Semi-annual Securities Report: November 6, 2025
 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on financial results: None
 Holding of financial results briefing: None

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

1. Consolidated financial results for the Six Months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	105,121	5.6	8,731	78.1	10,212	57.8	7,110	33.5
September 30, 2024	99,578	(3.0)	4,902	(34.6)	6,473	(37.3)	5,328	(29.3)

Note: Comprehensive income Six months ended September 30, 2025: ¥ 9,015 million [—%]
 Six months ended September 30, 2024: ¥(1,588) million [—%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
September 30, 2025	124.28	124.02
September 30, 2024	92.07	91.88

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
September 30, 2025	297,132	174,917	58.5
March 31, 2025	291,424	167,747	57.2

Reference: Equity
 As of September 30, 2025: ¥173,681 million
 As of March 31, 2025: ¥166,594 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	-	26.00	-	32.00	58.00
Fiscal year ending March 31, 2026	-	0.00			
Fiscal year ending March 31, 2026 (Forecast)			-	0.00	0.00

Note: Revisions to the forecast for dividends announced most recently: None

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	%	
Full year	202,000	(2.0)	13,000	(4.9)	15,500	(10.3)	11,000	(16.8)	192.24

Note: Revisions to the financial results forecast announced most recently: None

*Notes

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statement: None
- (3) 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
- (4) Number of issued shares (common shares)
 - (i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2025	61,312,896shares
As of March 31, 2025	61,312,896shares
 - (ii) Number of treasury shares at the end of the period

As of September 30, 2025	4,088,847shares
As of March 31, 2025	4,102,109shares
 - (iii) Average number of shares outstanding during the period

Six months ended September 30, 2025	57,216,498shares
Six months ended September 30, 2024	57,870,769shares

* Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit corporation.

* 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)

	FY2025 As of March 31,2025	FY2026 As of September 30,2025		FY2025 As of March 31,2025	FY2026 As of September 30,2025
(Assets)			(Liabilities)		
Current Assets	97,080	94,237	Current Liabilities	61,439	60,679
Cash and time deposits	35,609	38,077	Trade notes and accounts payable	15,996	15,342
Trade notes and accounts receivable	27,618	24,867	Electronically recorded obligations - operating	5,953	5,409
Merchandise and finished goods	7,908	9,553	Short-term borrowings	6,005	6,005
Work in process	8,833	8,909	Current portion of long-term borrowings	9,822	10,201
Raw materials and supplies	7,438	7,535	Accounts payable - Others	9,437	6,385
Other current assets	9,841	5,529	Income taxes payable	1,065	1,815
Less: Allowance for doubtful accounts	(168)	(236)	Allowance for bonuses	1,963	2,001
			Other current liabilities	11,195	13,519
Fixed Assets	194,344	202,895			
Property, Plant and Equipment	140,807	146,022	Noncurrent Liabilities	62,238	61,534
Buildings and structures	53,195	57,422			
Machinery and vehicles	43,985	41,927	Long-term borrowings	45,114	40,905
Tools, Furniture, and fixtures	2,413	2,499	Provision for directors retirement benefit	180	178
Land	11,365	11,500	Net defined benefit liabilities	710	730
Lease Asset	5,876	8,456	Other noncurrent liabilities	16,232	19,720
Construction in progress	23,970	24,215			
Intangible Fixed Assets	4,839	4,376	Total Liabilities	123,677	122,214
Goodwill	2,202	1,872			
Other	2,636	2,504	(Net assets)		
Investments and Other Assets	48,697	52,496	Shareholders' Equity	127,430	132,713
Investments in securities	38,290	42,123	Capital stock	7,316	7,316
Other fixed assets	10,409	10,375	Capital surplus	7,689	7,691
Less: Allowance for doubtful accounts	(2)	(2)	Retained earnings	116,876	122,142
			Less:Treasury stock at cost	(4,452)	(4,437)
			Valuation and Translation Adjustment	39,163	40,968
			Valuation difference on available securities	14,801	17,122
			Foreign currency translation adjustments	22,482	22,062
			Remeasurement of defined benefit plan	1,879	1,783
			Subscription rights to shares	97	97
			Minority Interests	1,055	1,139
			Total Net Assets	167,747	174,917
Total Assets	291,424	297,132	Total Liabilities and Net Assets	291,424	297,132

Consolidated Statements of Income

(Million Yen)

	FY2024 For the Six Months ended September 30, 2024	FY2025 For the Six Months ended September 30, 2025
Net sales	99,578	105,121
Cost of sales	87,293	88,746
Gross profit	12,284	16,375
Selling, general and administrative expenses	7,382	7,643
Operating Income (loss)	4,902	8,731
Non-operating income	1,986	1,747
Interest income	395	328
Dividend income	376	435
Equity in earnings of affiliated companies	449	637
Foreign exchange gain	—	134
Other non-operating income	765	213
Non-operating Expenses	415	266
Interest expense	168	235
Foreign exchange losses	195	—
Other non-operating expense	51	30
Ordinary income (loss)	6,473	10,212
Extraordinary income	360	—
Gain on sales of fixed assets	360	—
Extraordinary Losses	222	126
Loss on sales and retirements of fixed assets	222	61
Impairment loss	—	65
Profit (loss) before income taxes and non controlling interests	6,611	10,086
Income taxes	1,250	2,929
Current term net profit (loss)	5,361	7,156
Profit (loss) attributable to non-controlling interests	33	45
Profit (loss) attributable to owners of parent	5,328	7,110

Net cash provided by (used in) operating activities

	For the Six Months ended September 30, 2024	For the Six Months ended September 30, 2025
Cash flows from operating activities		
Profit before income taxes	6,611	10,086
Depreciation	8,641	8,061
Impairment loss	—	65
Amortization of goodwill	328	314
Share-based compensation expenses	8	8
Increase (decrease) in allowance for doubtful accounts	11	67
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(3)	(3)
Increase (decrease) in provision for bonuses	82	33
Increase (decrease) in retirement benefit liability	22	(19)
Decrease (increase) in retirement benefit asset	(363)	(194)
Interest and dividend income	(771)	(763)
Interest expenses	168	235
Foreign exchange losses (gains)	(53)	(27)
Share of loss (profit) of entities accounted for using equity method	(449)	(637)
Loss (gain) on sales and retirement of property, plant and equipment	(217)	47
Decrease (increase) in trade receivables	1,456	2,792
Decrease (increase) in inventories	(582)	(1,690)
Decrease (increase) in other current assets	1,162	1,098
Increase (decrease) in trade payables	(1,198)	(1,211)
Increase (decrease) in other current liabilities	(293)	608
Other, net	(493)	36
Subtotal	14,066	18,908
Interest and dividends received	813	774
Interest paid	(180)	(249)
Income taxes paid	(8,098)	(2,171)
Net cash provided by (used in) operating activities	6,601	17,262
Cash flows from investing activities		
Payments into time deposits	(425)	(239)
Proceeds from withdrawal of time deposits	459	59
Purchase of property, plant and equipment	(9,322)	(14,020)
Proceeds from sales of property, plant and equipment	919	5
Purchase of intangible assets	(58)	(58)
Proceeds from sales of intangible assets	568	—
Proceeds from sale of investment securities	—	10
Net decrease (increase) in short-term loans receivable	0	(0)
Loan advances	(5)	(2)
Proceeds from collection of loans receivable	12	4
Other, net	95	65
Net cash provided by (used in) investing activities	(7,757)	(14,175)
Cash flows from financing activities		
Net increase (decrease) in short-term loans payable	(5)	—
Repayments of long-term borrowings	(1,939)	(3,809)
Repayments of lease liabilities	(2,464)	(2,192)
Proceeds from sales and leasebacks	1,787	7,383
Purchase of treasury shares	(1,999)	(0)
Dividends paid	(3,242)	(1,846)
Dividends paid to non-controlling interests	(14)	(9)
Net cash provided by (used in) financing activities	(7,878)	(475)
Effect of exchange rate change on cash and cash equivalents	(107)	(399)
Net increase (decrease) in cash and cash equivalents	(9,142)	2,210
Cash and cash equivalents at beginning of period	44,490	34,656
Cash and cash equivalents at end of period	35,347	36,867