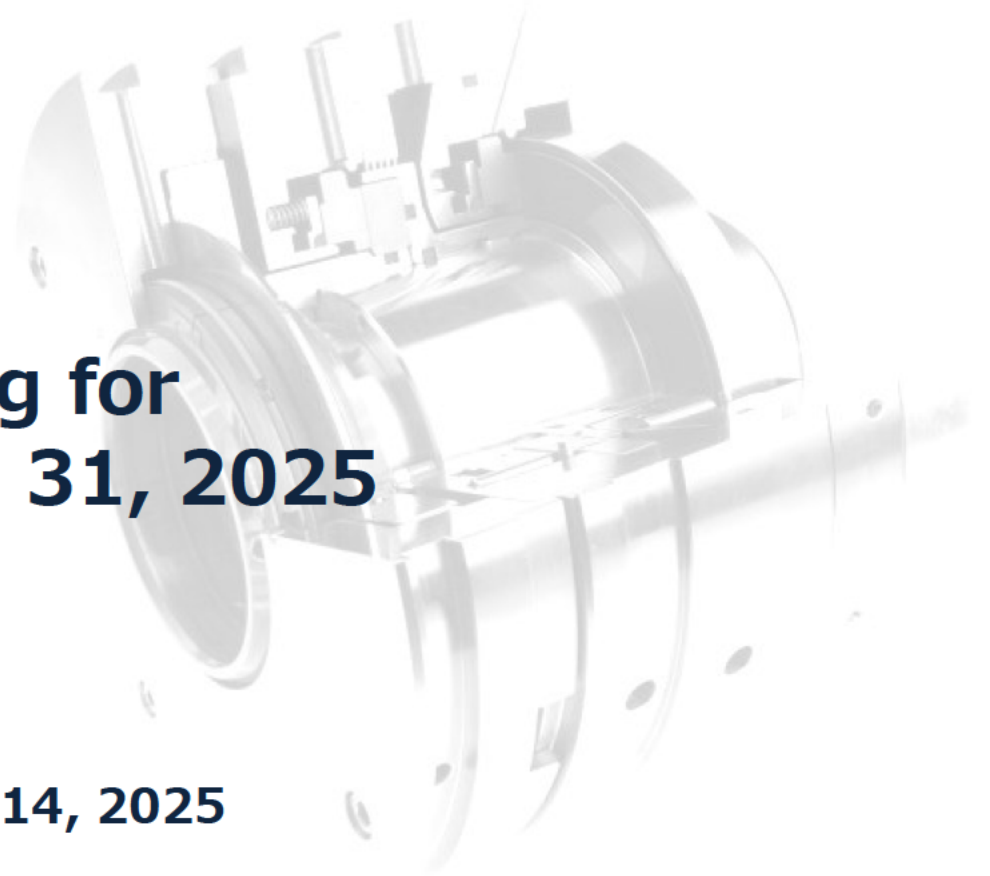


Eagle Industry Co. Ltd. Financial Results Briefing for Fiscal Year Ended March 31, 2025

May 14, 2025



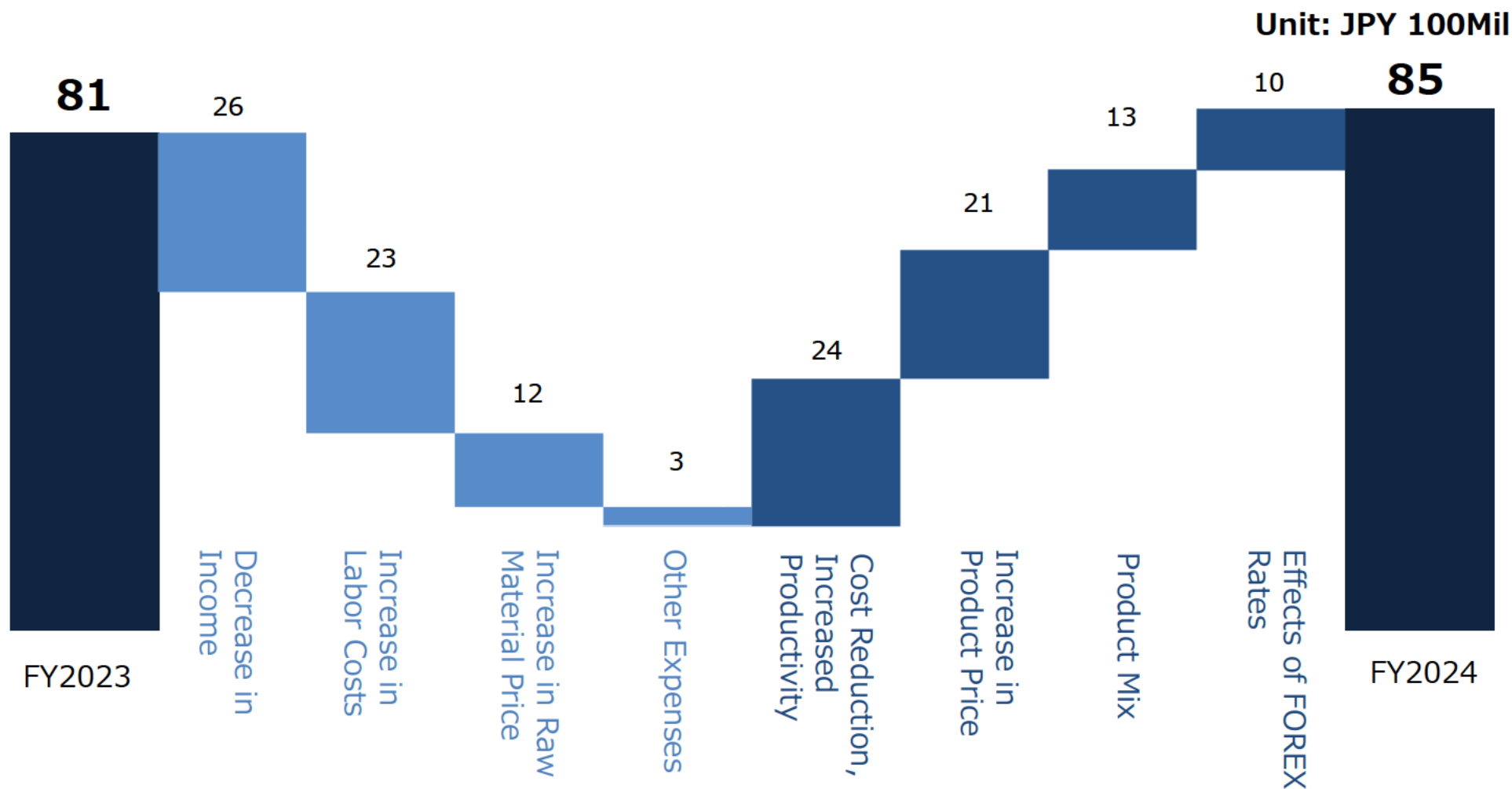
- 1. FY2024 Results Overview,
FY2025 Full-Year Forecast**
- 2. Future Business Development,
Business Unit Report**

Unit: JPY 100Mil

	FY2023 Results	FY2024 Results	vs. FY2023	
Sales	1,670	1,682	11	101%
Operating Income	81	85	4	105%
Ordinary Income	138	120	▲18	87%
Profit Attributable to Owners of Parent	75	49	▲26	65%

(Average actual exchange rate)

1 dollar	144.6 yen	152.6 yen
1 Euro	156.7 yen	163.9 yen



Unit: JPY 100Mil

		FY2023 Results	FY2024 Results	Increase/ Decrease	vs. FY2023
Automobile & Construction Machinery	Sales	905	876	▲29	97%
	Operating Income	16	6	▲11	35%
General Industry	Sales	385	408	24	106%
	Operating Income	32	54	22	167%
Semiconductor	Sales	151	126	▲25	83%
	Operating Income	▲8	▲38	▲30	-
Marine	Sales	150	180	31	120%
	Operating Income	34	53	19	156%
Aerospace	Sales	80	91	11	113%
	Operating Income	6	10	4	164%
Total	Sales	1,670	1,682	11	101%
	Operating Income	81	85	4	105%

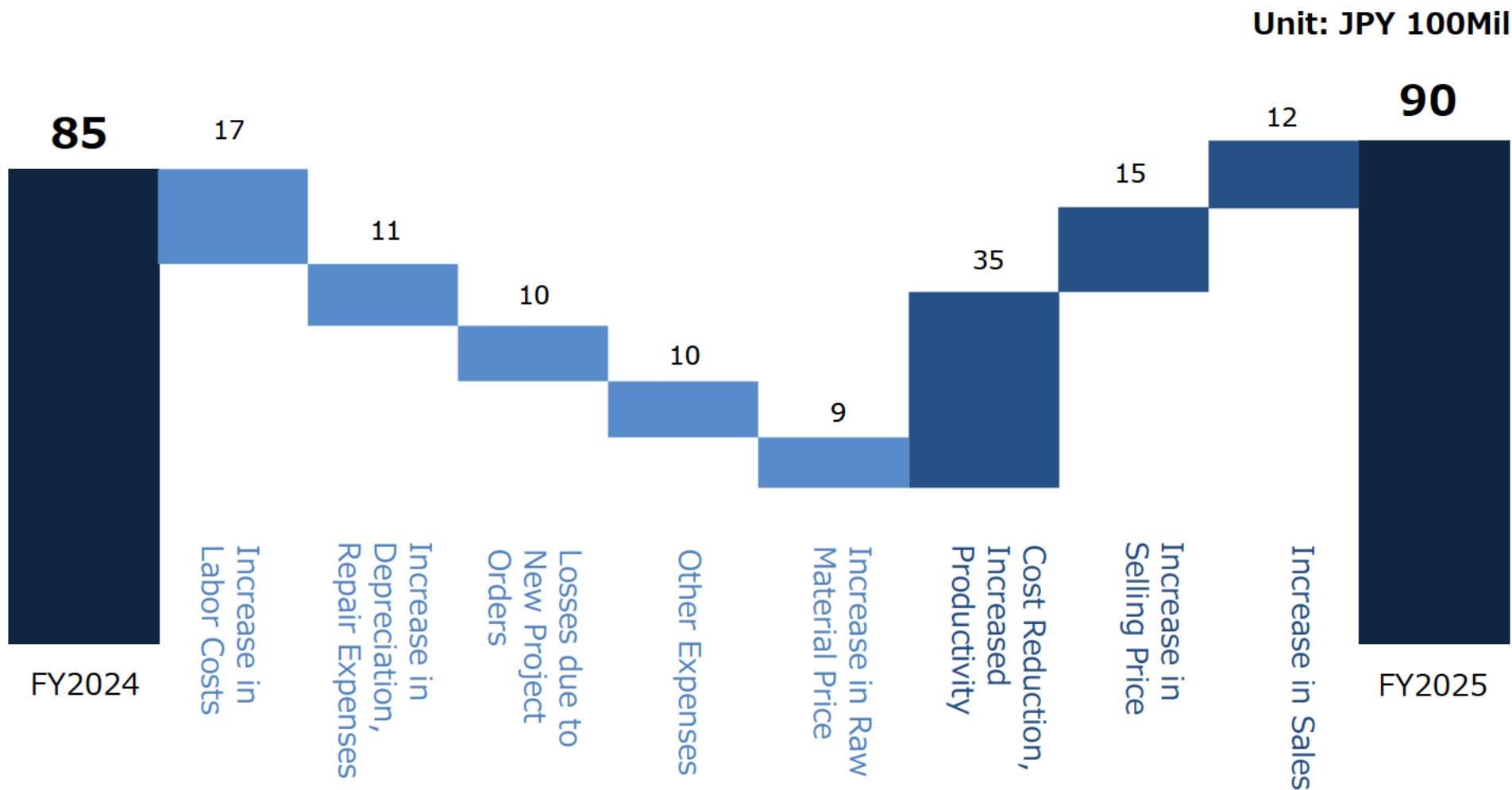
Unit: JPY 100Mil

	FY2024 Results	FY2025 Forecast	vs. FY2024	
Sales	1,682	1,700	18	101%
Operating Income	85	90	5	106%
Ordinary Income	120	131	11	109%
Profit Attributable to Owners of Parent	49	85	36	174%

(Average actual exchange rate)

(Assumed exchange rate)

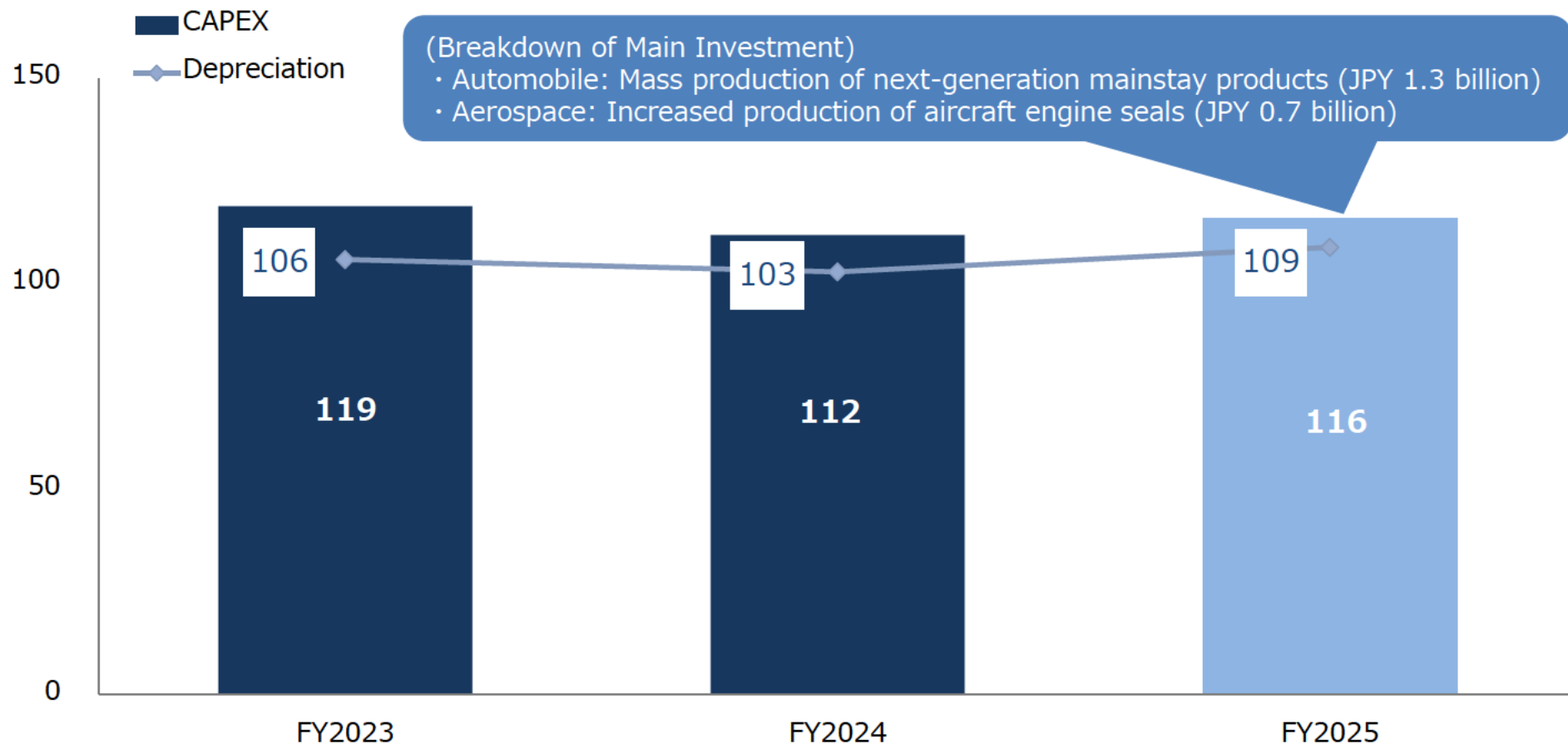
1 dollar	152.6 yen	145.0 yen
1 Euro	163.9 yen	160.0 yen



Unit: JPY 100Mil

		FY2024 Full-Year Results	FY2025 Full-Year Forecast	Increase/Decrease	vs. FY2024
Automobile & Construction Machinery	Sales	876	841	▲35	96%
	Operating Income	6	2	▲4	36%
General Industry	Sales	408	428	20	105%
	Operating Income	54	50	▲4	93%
Semiconductor	Sales	126	157	31	125%
	Operating Income	▲38	▲15	23	-
Marine	Sales	180	178	▲2	99%
	Operating Income	53	45	▲8	85%
Aerospace	Sales	91	96	5	105%
	Operating Income	10	8	▲2	78%
Total	Sales	1,682	1,700	18	101%
	Operating Income	85	90	5	106%

Unit: JPY 100Mil



		FY2023	FY2024	FY2025 (Forecast)
Book-value Per Share	JPY	2,570.06	2,517.54	2,582.48
Earnings Per Share	JPY	160.84	107.51	187.52
Dividend Per Share	JPY	80	100	100
Dividend Payout Ratio	%	49.7	93.0	53.3
DOE	%	3.4	3.9	3.9
ROIC	%	3.6	3.7	4.0
ROE	%	6.8	4.2	7.4

- Shareholder returns during the mid-term management plan will total 19 billion yen as planned (Annual dividend remains at 100 yen this fiscal year)
- We will aim for ROIC 6% / ROE 9% or more through improved profitability as early as possible from FY2026.

1. FY2024 Results Overview,
FY2025 Full-Year Forecast
2. Future Business Development,
Business Unit Report

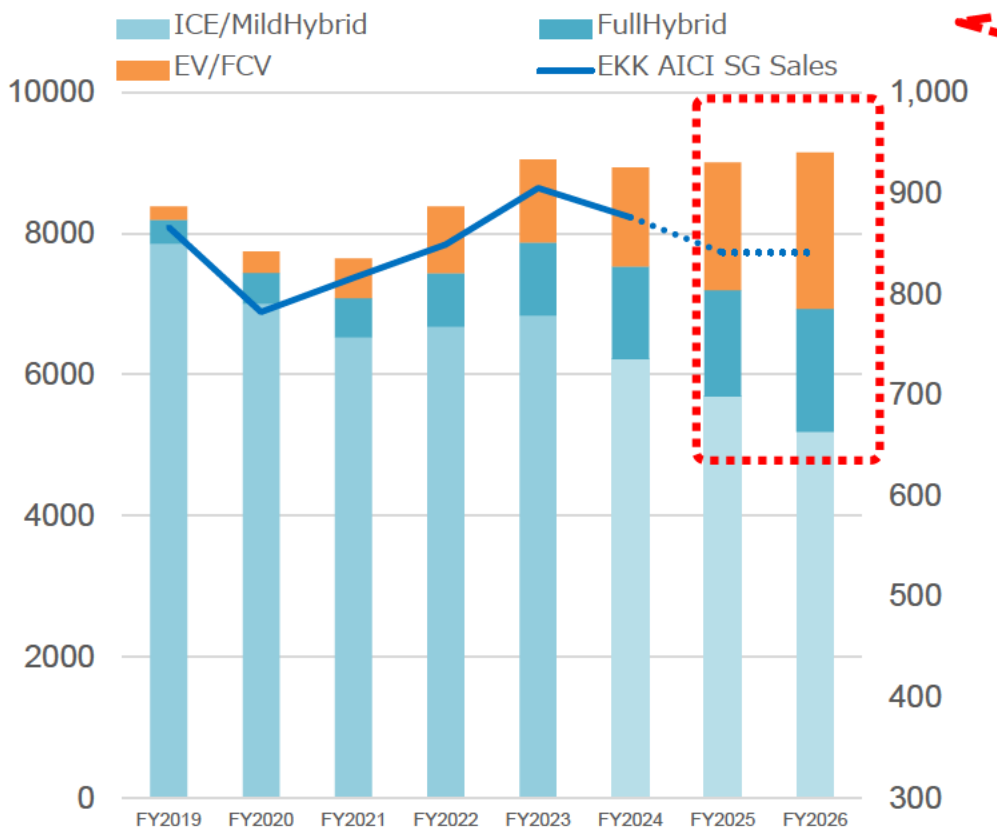
- **Analysis and Issues of the Current Business Situation
(Changes in the business environment since FY2023,
the start of the current mid-term management plan)**
- Decline in profitability of businesses for the automobile & construction machinery industries due to the accelerating shift to EVs in the automobile market
- Delayed recovery in sales of our products in the semiconductor market
- Earnings above plan in the business for the general industry, the marine industry, and the aerospace industry



In FY2025, aim to expand earnings by recovering business for the semiconductor industry.

From FY2026, further build a well-balanced and profitable business portfolio by expanding new products sales in the automobile and construction machinery industries and growing other businesses.

Global Automobile Production
(ten thousands)



(Future Business Trends)

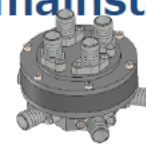
Global automobile production of EV/FCV and HV will continue to expand, and our sales of existing mainstay products will be on a downward trend.

Improve profitability of existing mainstay products
(cost reduction, selling price review)

Select and promote sales expansion of
next-generation mainstay products



Valve for
Suspension



LLC Flow
Switching Valve



HyBEKSTER



Carbon
Bearing

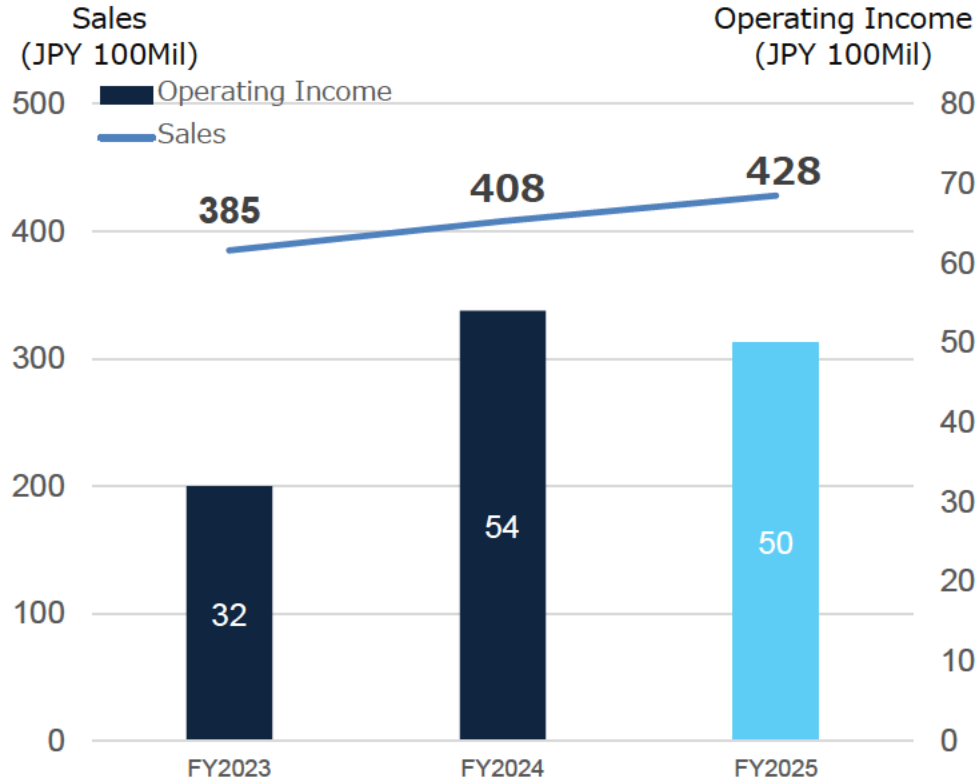


GlideX
(Mechanical Seal)

**Next-Generation
Mainstay Products
for EVs, etc.**

- Continue efforts to respond to new inquiries and secure orders
- Expect sales expansion of valves for suspension

Sales & Profit Trends for General Industry Business

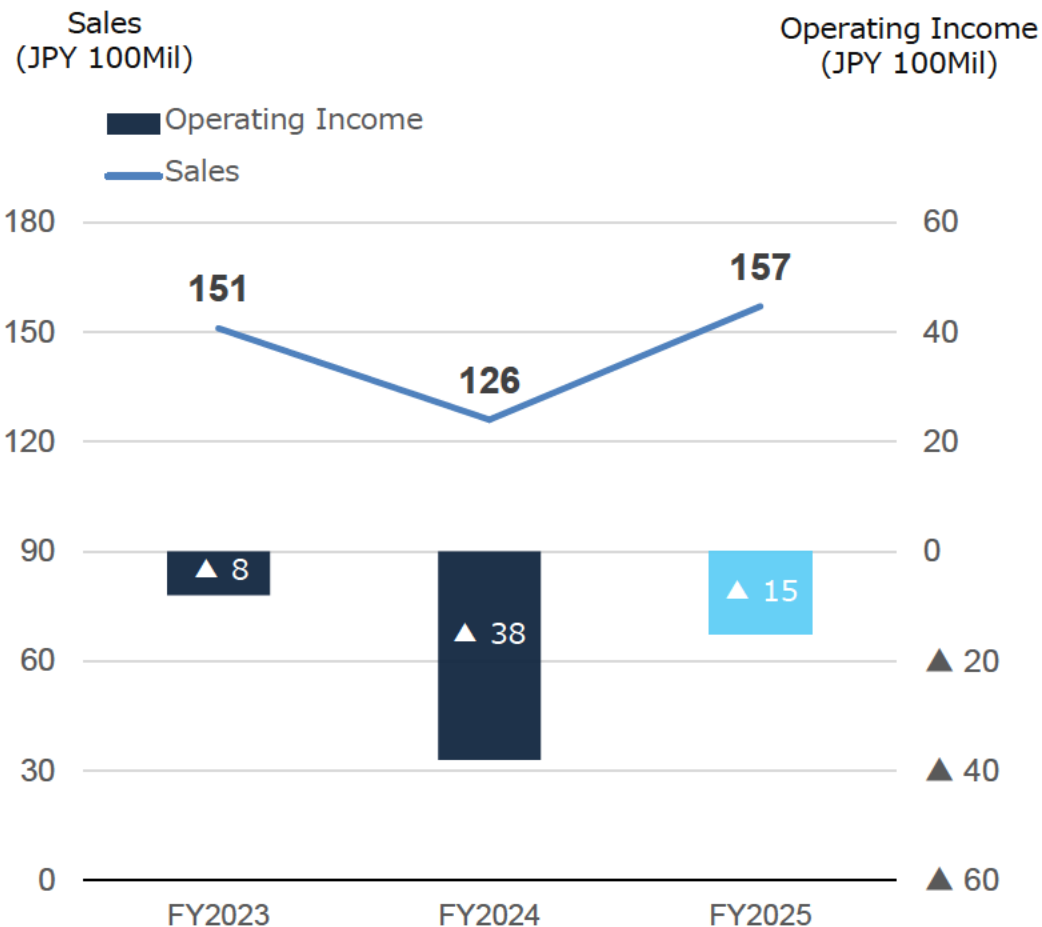


Business Model for General Industry



Strive to expand earnings in the medium to long term
by securing new orders and after-sales service in India and Asia-Pacific region

Sales & Profit Trends for Semiconductor Business



(Status in FY2024)

Sales declined significantly due to excess inventory of our products in the market.

Losses exceeded projections due to increased fixed costs from upfront investments.

(Forecast for FY2025)

Inventory adjustment are progressing steadily. Sales have been gradually increasing since the second half of FY2024.

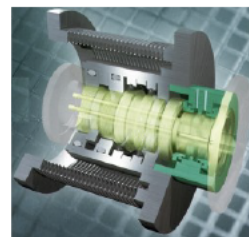
Aim to return to profitability from next fiscal year through new product development and sales based on our broad seal product lineup

High Performance O-Rings



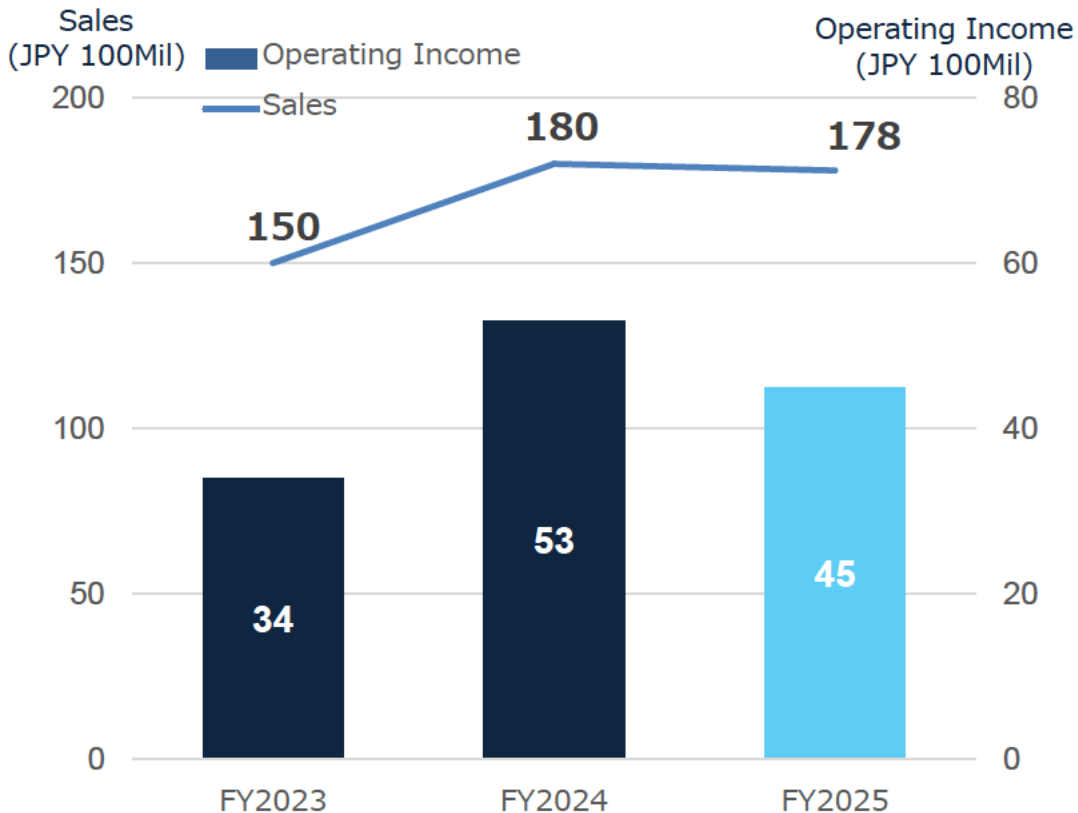
Synthetic rubber with chemical & heat resistance (up to 340°C), Continued new material development and global customer expansion

Hybrid Seal



Ongoing development driven by semiconductor equipment manufacturers inquiries

Sales & Profit Trends for Marine Business



Sales to remain flat due to increased logistics and continued new shipbuilding
Monitoring the impact of U.S. measures on Chinese-flag vessels

Business Model for Marine Industry



Delivery of
New Products



Newbuild Vessel

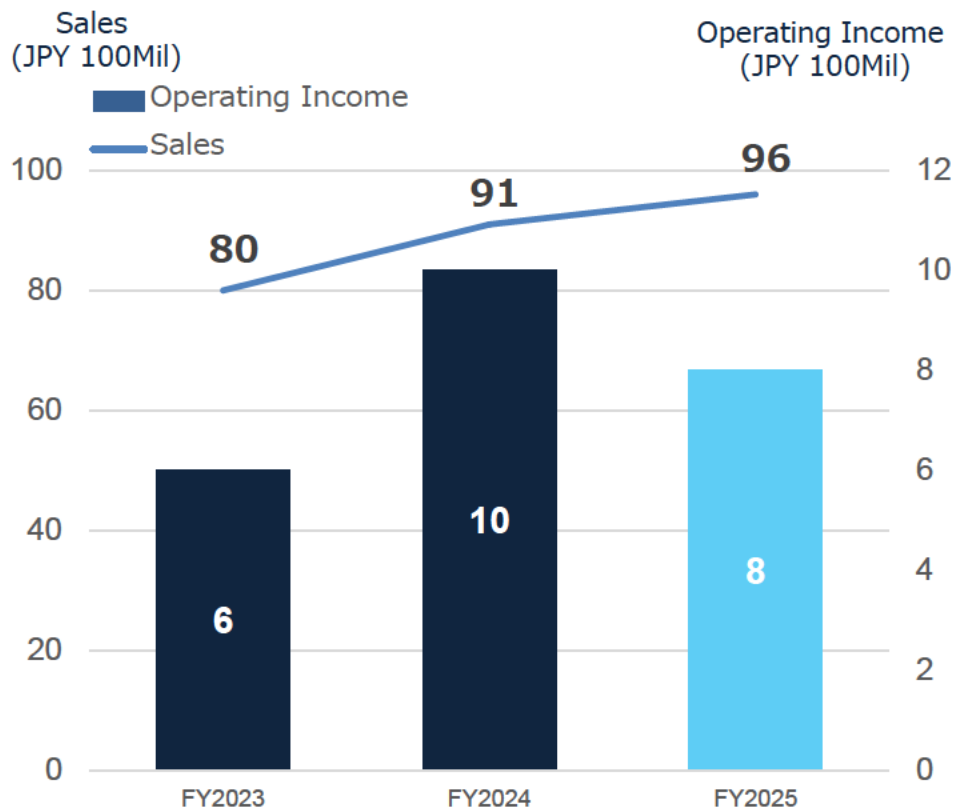
Main Products



After-Sales
Service/Repair

Docking &
Regular Inspection
(every 5 years)

Sales & Profit Trends for Aerospace Business

Aircraft
(Commercial, Defense)

- Increased inquiries from overseas engine manufacturers / continued development
- Production expansion of defense-related products
- Working toward adoption for next-generation fighter jet engines

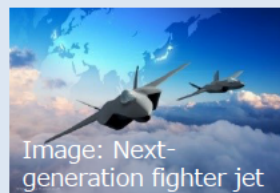


Image: Next-generation fighter jet
Source: Ministry of Defense website

Space Industry

- November, 2024
Launch of H3 Launch Vehicle No.4, Communication Satellite Kirameki-3
- February, 2025
Launch of H3 Launch Vehicle No.5, Positioning Satellite Michibiki No.6



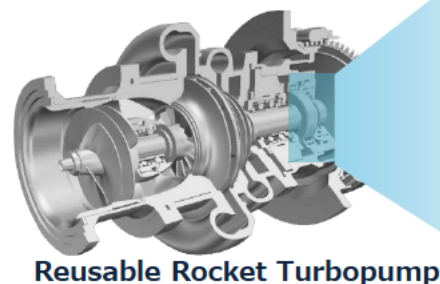
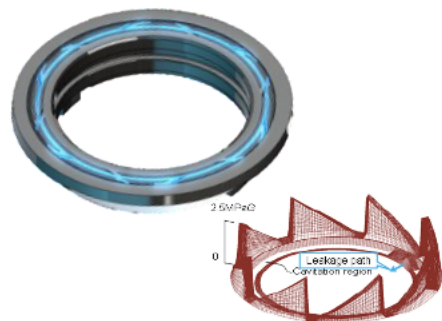
Source: qzss.go.jp
Michibiki No.6



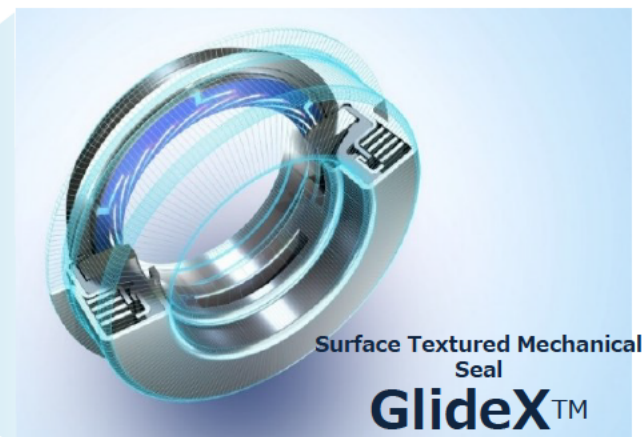
© JAXA
H3 Launch Vehicle No. 5

Sales of aircraft and space-related products have increased and will grow to a business over 10 billion yen from this fiscal year onward.

Textured Seal for Reusable Rocket Turbopumps



Reusable Rocket Turbopump



2014~2017 Basic Research

Surface Texturing Technology Application Study

- Cryogenic Fluids Compatibility
- High Peripheral Speed Capability
- Stable Leakage Performance

2018~2023 Elemental Technology Development

Elemental Testing under Cryogenic Environment

- Durability Testing
- Actual Operating Condition Testing
- LH₂ /LOX/LNG Testing

2024~ Implementation Study

Implementation Study of Actual Reusable Rocket Turbopumps

- Simulated Real-Equipment Vibration Testing
- Seal Supply for Customer Testing
- Manufacturing for Actual Equipment Implementation



Fly Sky High!