

Eagle Industry Co., Ltd. Financial Results Briefing for Fiscal Year Ended March 31, 2026

May 13, 2026



- 1. FY2025 Results Overview,
FY2026 Full-Year Forecast**
- 2. New Medium-Term Management Plan Overview**
- 3. Business Segment Report**

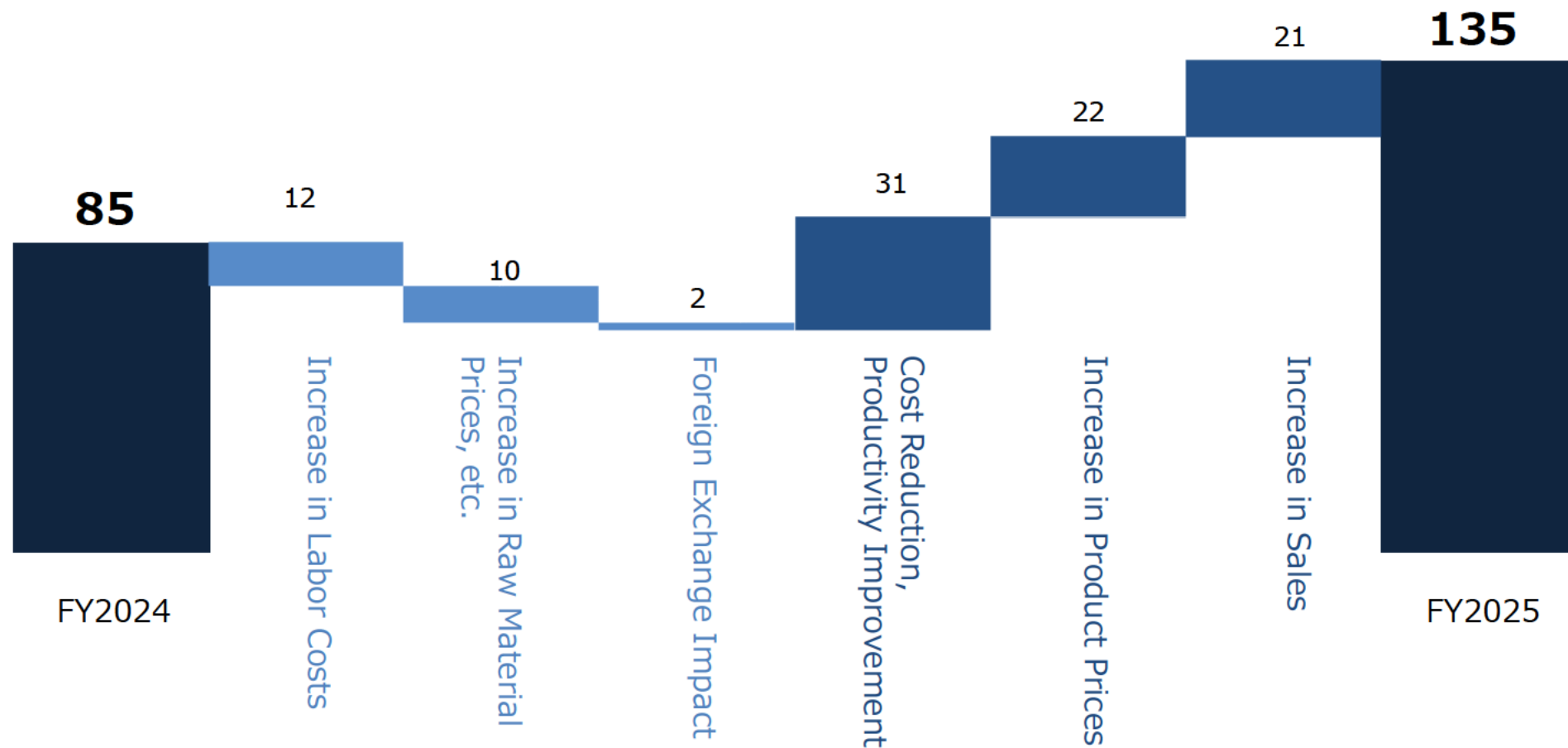
Unit: JPY 100Mil

	FY2024 Results	FY2025 Results	vs. FY2024	
Net Sales	1,682	1,775	93	106%
Operating Profit	85	135	50	159%
Ordinary Profit	120	172	51	143%
Profit Attributable to Owners of Parent	49	98	50	202%

(Average actual exchange rate)

1 dollar	¥152.6	¥150.7
1 euro	¥163.9	¥174.6

Unit: JYP 100Mil



Unit: JPY 100Mil

		FY2024 Results	FY2025 Results	Increase/ Decrease	vs. FY2024
Automobile & Construction Machinery	Sales	876	933	57	106%
	Operating Profit	6	31	25	551%
General Machinery	Sales	408	395	(13)	97%
	Operating Profit	54	57	4	107%
Semiconductor	Sales	126	165	39	131%
	Operating Profit	(38)	(12)	26	—
Marine	Sales	180	195	14	108%
	Operating Profit	53	51	(2)	97%
Aerospace	Sales	91	88	(4)	96%
	Operating Profit	10	7	(3)	68%
Total	Sales	1,682	1,775	93	106%
	Operating Profit	85	135	50	159%

Unit: JPY 100Mil

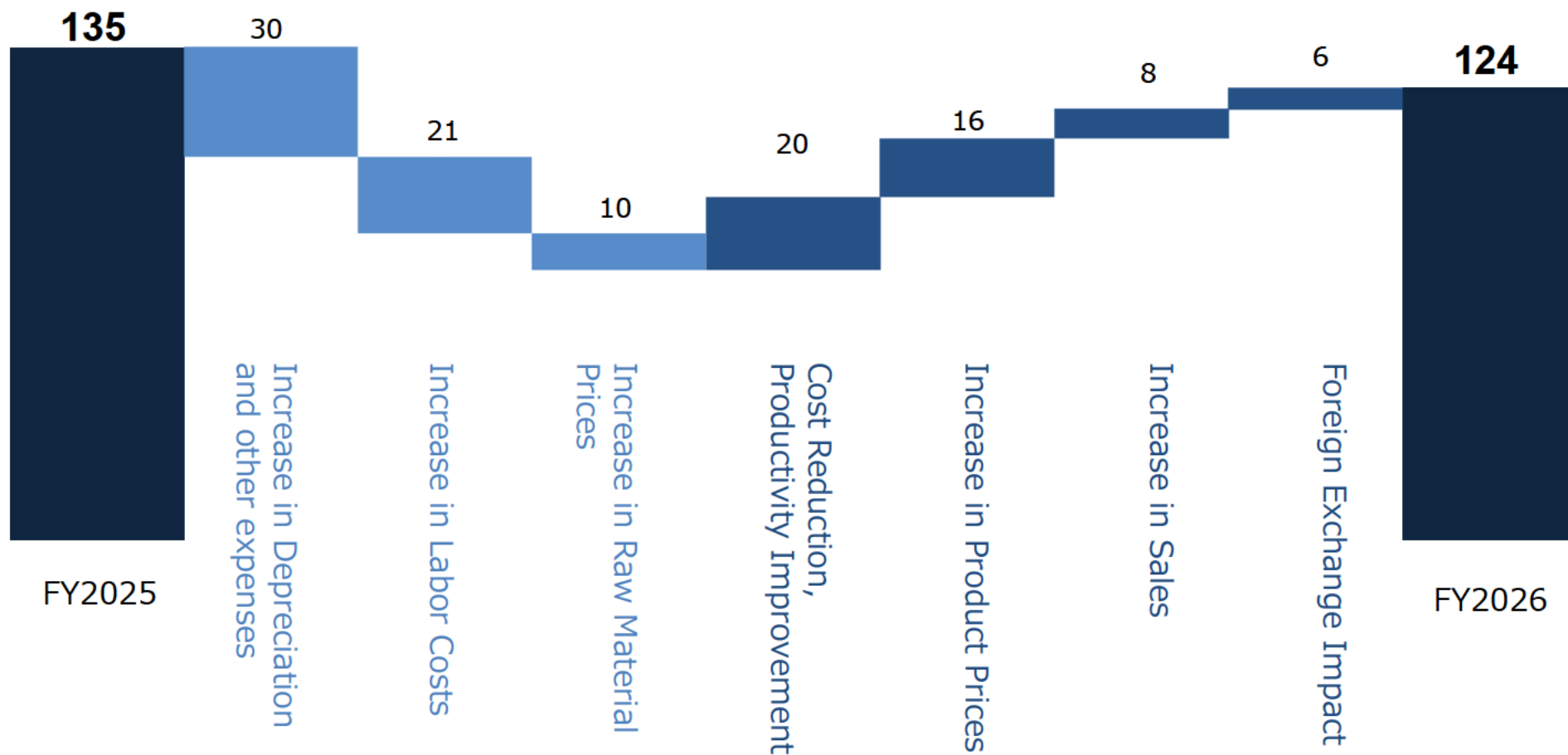
	FY2025 Results	FY2026 Forecast	vs. FY2025	
Net Sales	1,775	1,880	105	106%
Operating Profit	135	124	(11)	92%
Ordinary Profit	172	158	(14)	92%
Profit Attributable to Owners of Parent	98	95	(3)	97%

(Average actual exchange rate)

(Assumed exchange rate)

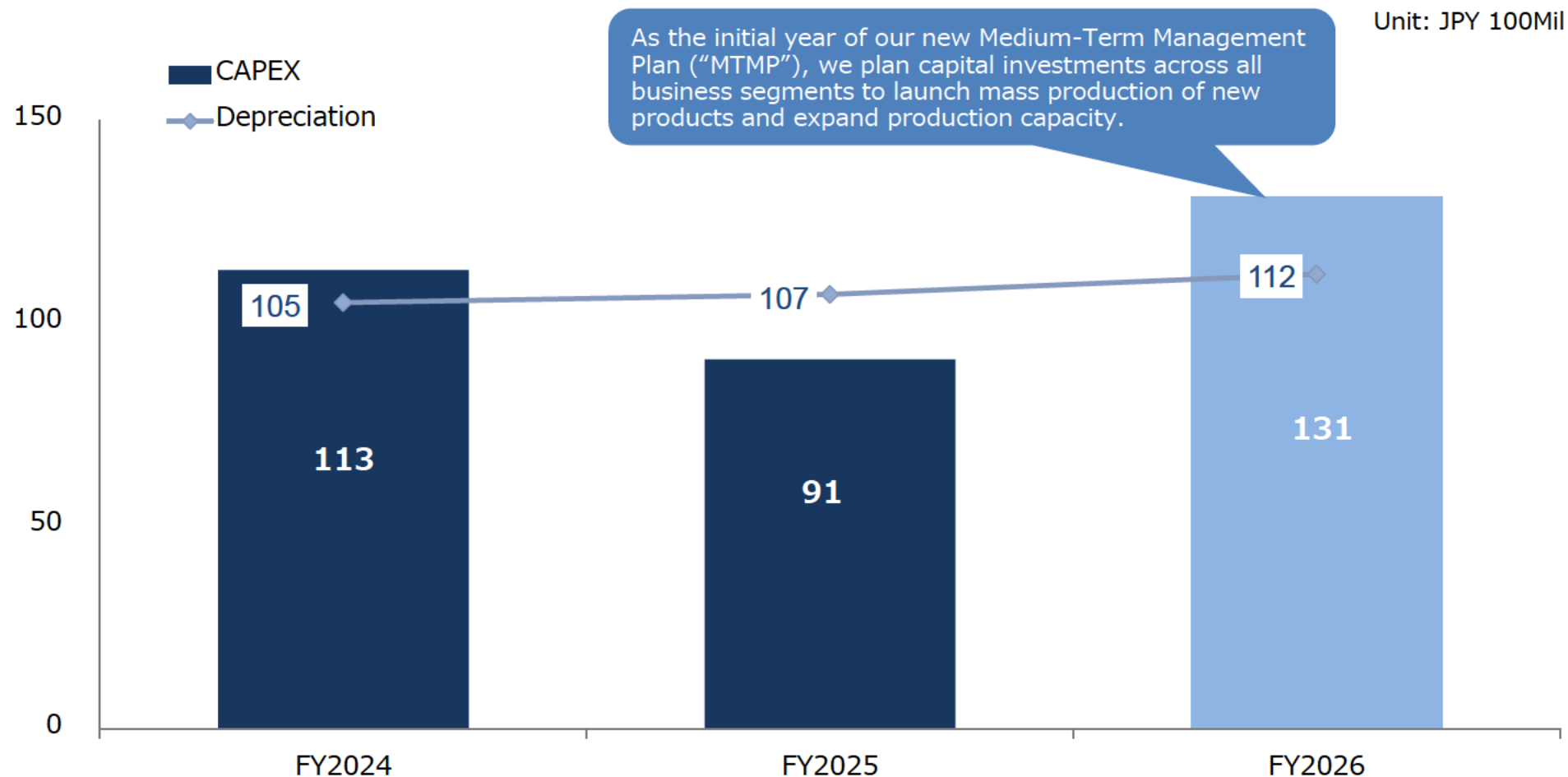
1 dollar	¥150.7	¥155.0
1 euro	¥174.6	¥179.4

Unit: JPY 100Mil



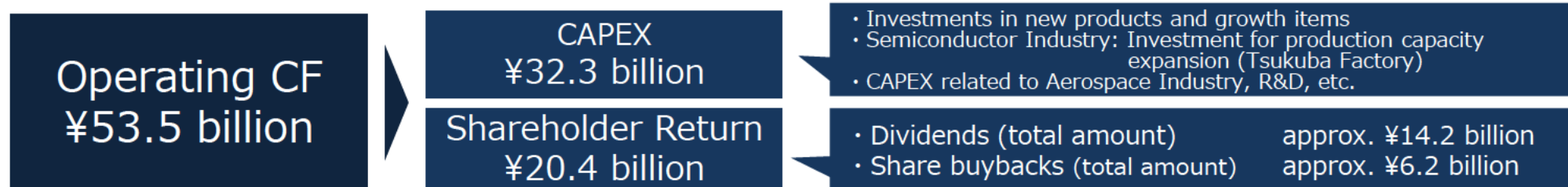
Unit: JPY 100Mil

		FY2025 Results	FY2026 Forecast	Increase/ Decrease	vs. FY2025
Automobile & Construction Machinery	Sales	933	914	(19)	98%
	Operating Profit	31	12	(19)	39%
General Machinery	Sales	395	450	55	114%
	Operating Profit	57	59	2	103%
Semiconductor	Sales	165	200	35	121%
	Operating Profit	(12)	(2)	10	—
Marine	Sales	195	209	14	107%
	Operating Profit	51	47	(4)	92%
Aerospace	Sales	88	107	19	122%
	Operating Profit	7	8	1	115%
Total	Sales	1,775	1,880	105	106%
	Operating Profit	135	124	(11)	92%



		FY2023	FY2024	FY2025
Net Asset per Share	JPY	2,570.06	2,517.54	2,927.77
Basic Earnings per Share	JPY	160.84	107.51	216.75
Dividend per Share	JPY	80	100	125
Dividend Payout Ratio	%	49.7	93.0	57.7
DOE	%	3.4	3.9	4.6
ROIC	%	3.6	3.7	5.7
ROE	%	6.8	4.2	8.0

Cash allocation results (FY2023 to FY2025)



Executing business investments for future growth while delivering shareholder returns as planned

1. FY2025 Results Overview,
FY2026 Full-Year Forecast
2. **New Medium-Term Management Plan Overview**
3. Business Segment Report

Main Items for Promotion

1. Sophisticated responses to change
2. Creation of synergies through the NOK/EKK integration
3. Development and commercialization of next-generation products
4. **Eternal Zero**
“Maintaining a level of product quality that customers can rely on” and “Guaranteeing the same quality level all over the world”
5. **Advancement of DX and TCD/ Waste Reduction (in Half)**
Profit generation through “Total Cost Down” and “Eliminate waste—Reduce everything by half”
6. **Respect for Human Dignity / Development of Human Resources**

MTMP Targets (FY2026 to FY2028)

- **Business targets for the final year of MTMP (FY2028)**
Achieving net sales of over 200 billion across the EKK Group
Achieving record highs for all profit items
Accelerating capital efficiency improvement
 - ROIC: 7% or higher
 - ROE: 9% or higher

Post-integration Vision

We target the NOK Group's net sales of 1 trillion yen in FY2031 by generating post-integration synergies with NOK Corporation, alongside the organic growth of the EKK Group's businesses.

Aiming to become the partner of choice for a broader range of stakeholders
by leading the market with our extensive sealing technologies
covering both organic and inorganic materials



- ✓ Rubber and resin product lineup built on technological expertise in organic materials
- ✓ Dominant market presence in oil seals for domestic automotive OEMs



- ✓ Technological expertise in inorganic materials such as metals and ceramics as a comprehensive manufacturer of mechanical seals
- ✓ Broad customer base in global markets

- ✓ Combining the technologies and strengths of both companies to provide multi-faceted sealing solutions that meet customer needs across organic and inorganic materials
- ✓ Demonstrating technological edge to meet the anticipated trend of increasingly sophisticated requirements for sealing performance in sectors such as semiconductors and thermal management

Development and Commercialization of Next-generation Products

- Accelerating collaboration on the current in-house developed product portfolios (general industrial machinery, thermal management, and battery-related sectors) of both companies
- Developing new products by combining the product portfolios of both companies

R&D

- Accelerating the development of new materials designed for performance enhancement
- Promoting the sharing of tribology know-how

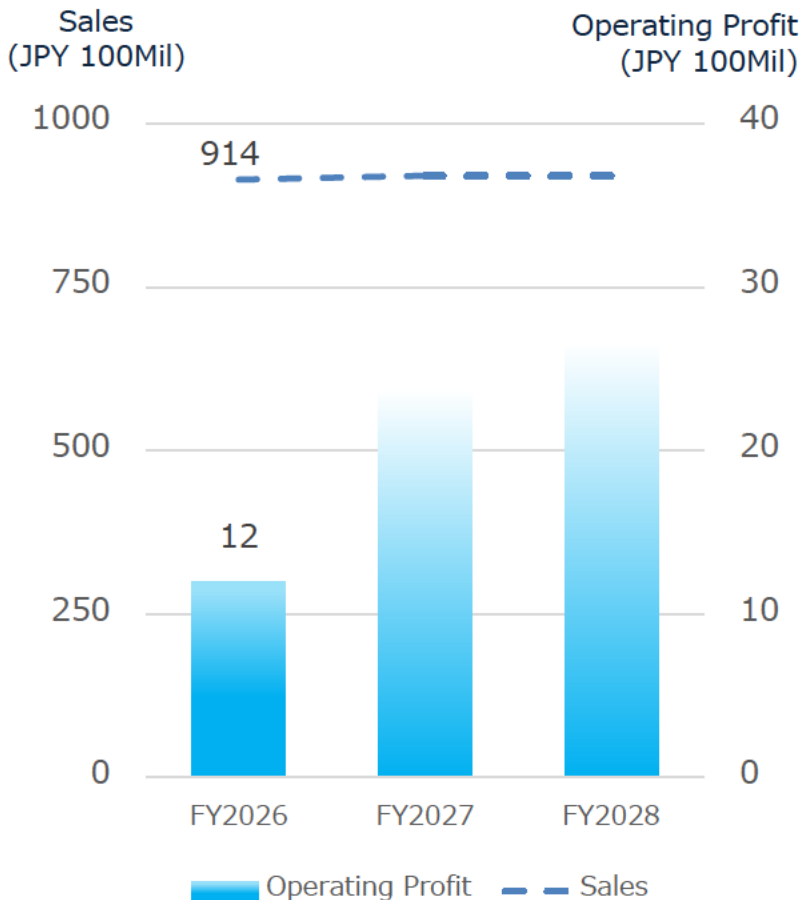
Manufacturing Process

- Expanding smart factories and realizing mixed-model production lines
- Optimizing material molding technologies

**Driving further technological innovation
by leveraging our mutual sealing technologies and R&D expertise**

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Sales and Profit Trend Forecast



Business Outlook during MTMP Period

Flat sales outlook due to a decline in sales of conventional products for internal combustion engines

Targeting profit growth through expanded sales of new products and post-integration synergies

Development and expansion of powertrain-independent products

Solenoid valves for suspensions

→ Expanded adoption for EV applications with increasing vehicle weight



Development and expansion of new products for EVs

Products for e-Axle: Textured Mechanical Seal (GlideX)

Products for thermal management: LLC Flow Switching Valve, Carbon Bearing



GlideX

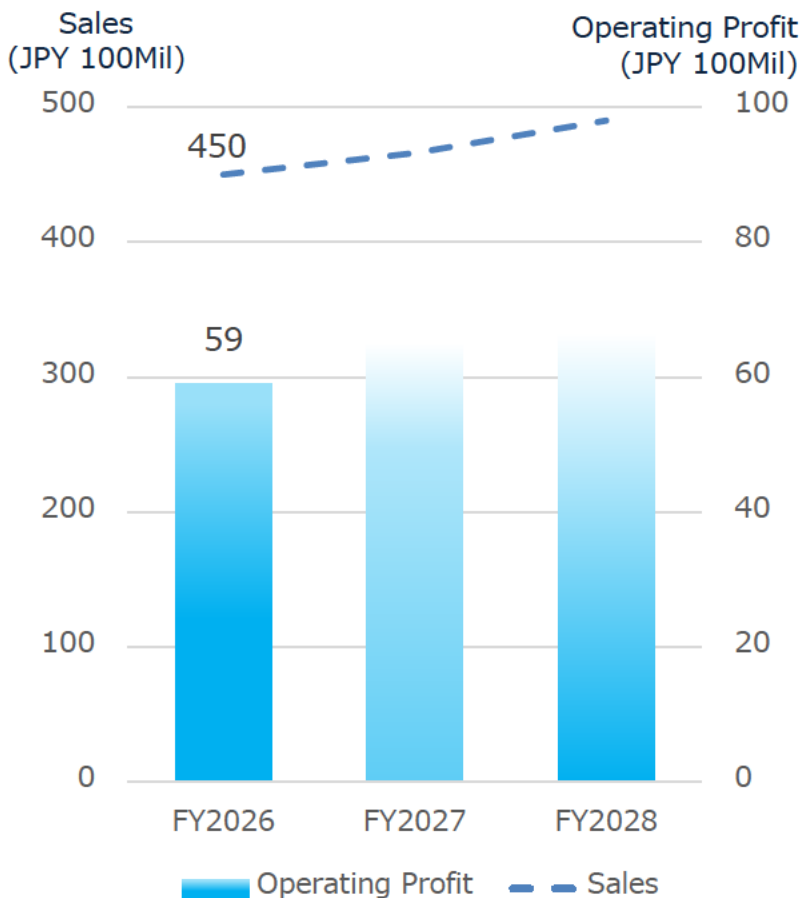


LLC Flow
Switching Valve



Carbon Bearing

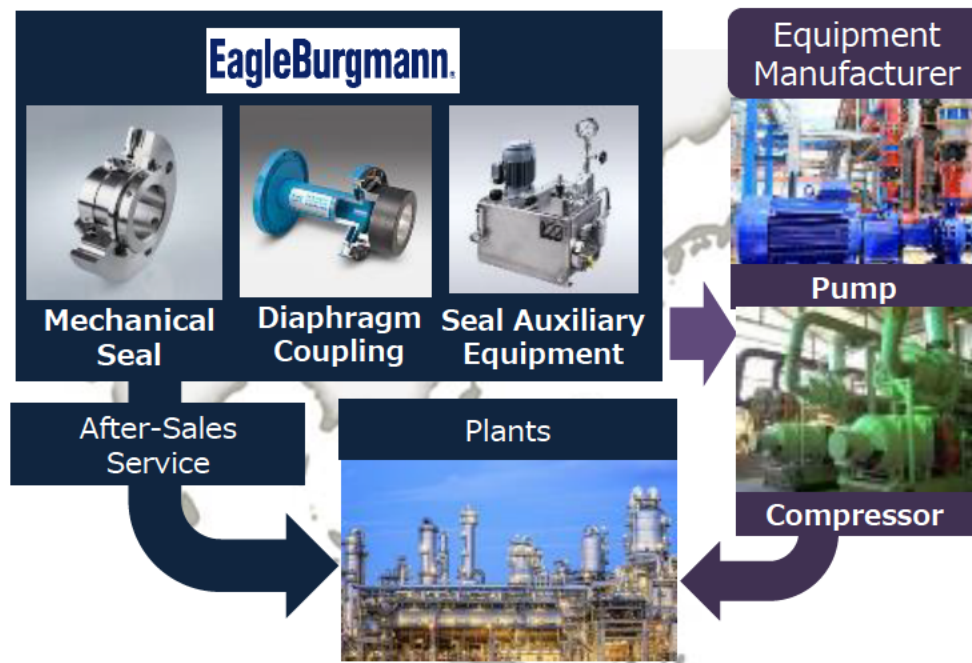
Sales and Profit Trend Forecast



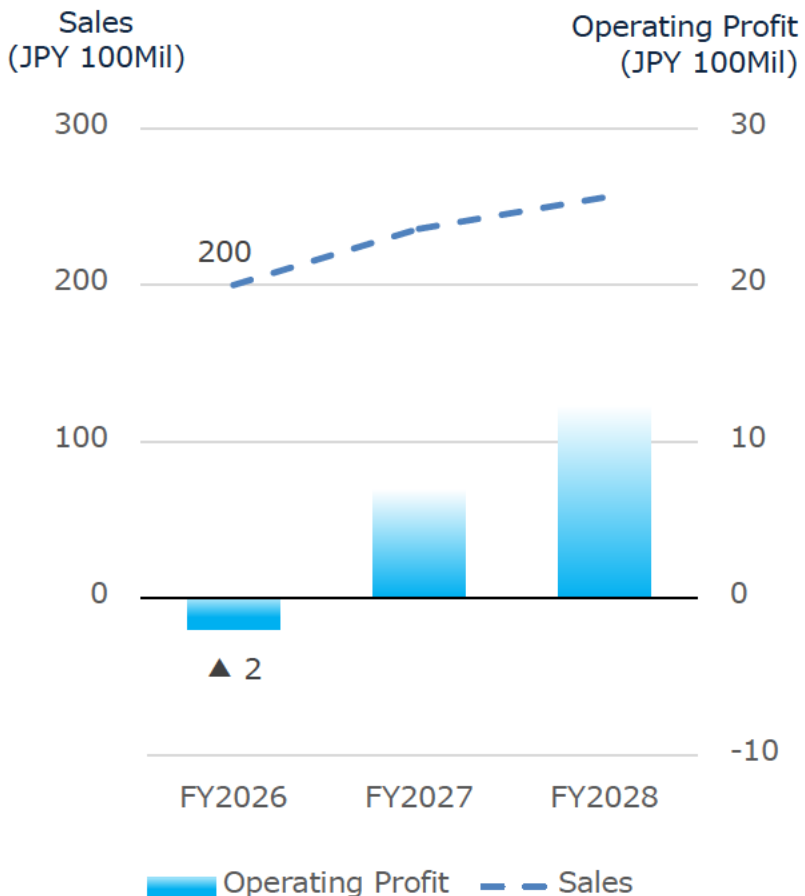
Business Outlook during MTMP Period

Expected growth to a 50-billion-yen business, driven by increasing energy demand, despite risk factors such as intensifying tension in the Middle East

Business Model for General Machinery Industry



Sales and Profit Trend Forecast



Business Outlook during MTMP Period

Projected sales expansion from FY2026 onward, driven by a recovery in the semiconductor industry

Driving business expansion of over 25 billion yen through the full-scale operation of invested Tsukuba Factory

Product Lineup for Semiconductor Industry

Magnetic Fluid Vacuum Seal



Vacuum seal for semiconductor and liquid crystal display (LCD) manufacturing equipment

High-performance O-rings



Synthetic rubber combining elasticity with chemical resistance and thermal stability of Teflon™

Welded Metal Bellows



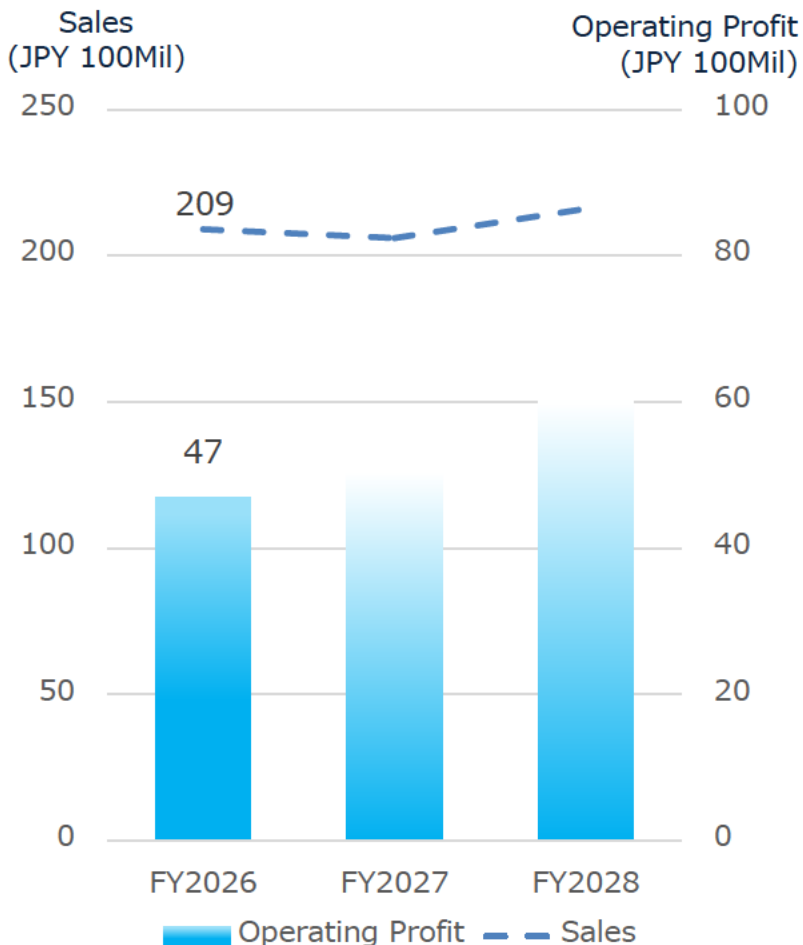
Bellows used for reciprocating drive units for semiconductor and LCD manufacturing equipment, etc.

Rotary Joint



Rotary joint used for semiconductor wafer polishing, lapping equipment, etc.

Sales and Profit Trend Forecast

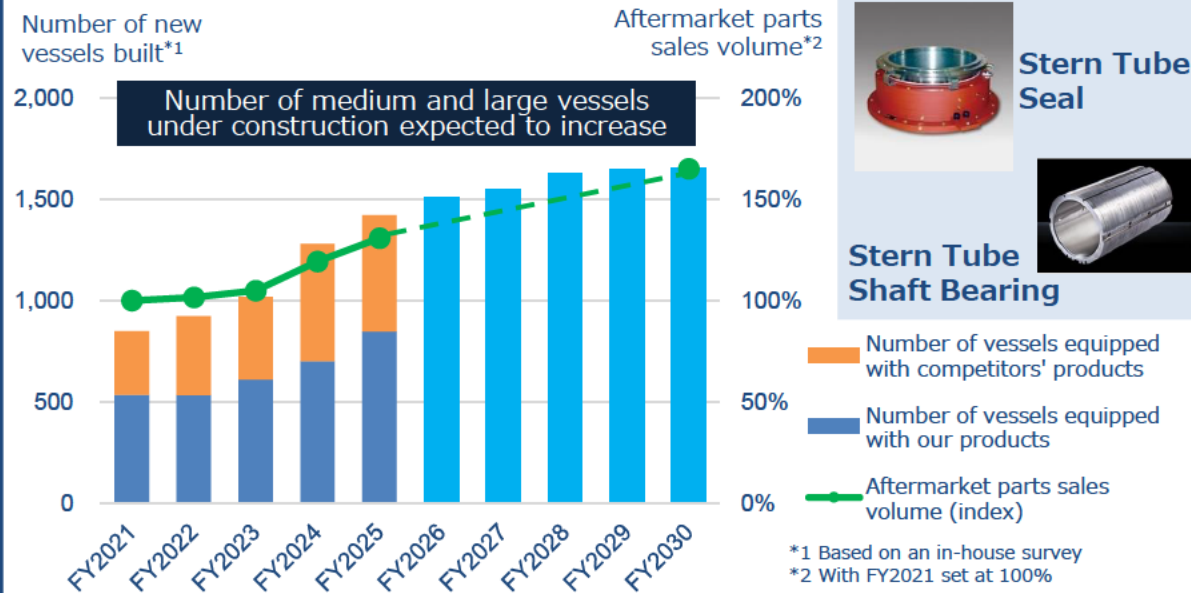


Business Outlook during MTMP Period

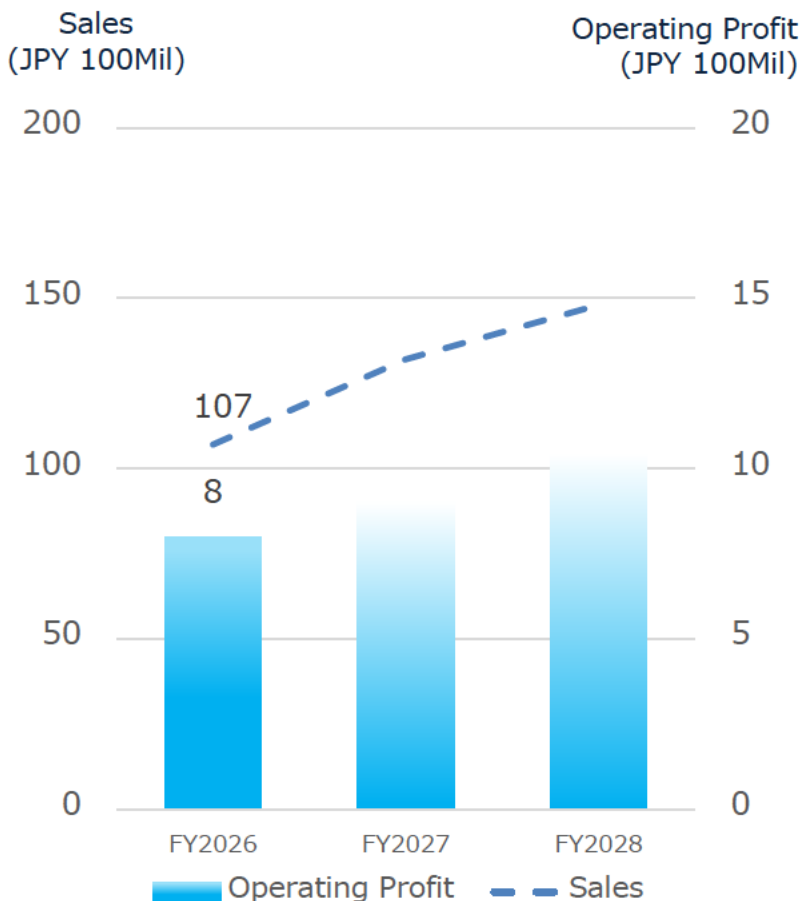
Flat profit outlook, supported by an increase in the number of new vessels built

Continued new order intake to secure future after-sales service opportunities

Leveraging top market share in stern tube seal for medium and large vessels (10,000 tonnes and above) to further expand business



Sales and Profit Trend Forecast



Business Outlook during MTMP Period

Sales expansion of products for the aircraft and space industries, including those for defense-related applications
Continued production and sales expansion toward a 15-billion-yen business

Products for Aircraft

Commercial aircrafts

- Participation in next-generation engine development in Europe
- Increasing mass-production inquiries from overseas engine manufacturers



Image of the next-generation fighter jet

Source: Ministry of Defense website

Defense

- Expansion of production for defense-related products
- Productivity improvement through utilization of the Act on Enhancing Defense Production and Technology Bases
- Ongoing activities toward adoption for next-generation fighter jet engines

Products for Space Industry

Domestic Space Project Participation

H3 Launch Vehicle No.7
(launched in October 2025)HTV-X1
(H3 Transfer Vehicle (new space station resupply vehicle) No. 1)

Selected for Space Strategy Fund Project

- Technology development theme: Development of Rocket Parts and Components to Enable High-frequency Launch Operations
- Title of technology development task: Mass Production Technology Development for Rocket Turbo Pump Seals