Financial Results Briefing for the First Half of the Fiscal Year Ending March 31, 2027

SEIKA CORPORATION

TSE Prime Market: 8061

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3. Consolidated Forecast for FY2026
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5. Topics of Interest in Dialogue with Shareholders and Investors

Reference Materials

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Financial Summary

Net sales*	Operating profit	Profit attributable to owners of parent	Dividend forecast
FY2025 Q2 ¥51.83 bn	FY2025 Q2 ¥3.26 bn	FY2025 Q2 ¥3.12 bn	FY2025 ¥81.66
FY2026 Q2 **¥57.55 bn** +11.0%	FY2026 Q2 **¥5.21 bn** +59.7%	FY2026 Q2 **¥ 4.53 bn** + 45.4%	FY2026 **¥116.00** +¥34.34

* For the MHI distributor business in the Energy Business (commissioned transactions), net fees alone are posted.

Significant increases in both net sales and profit, driven by strong performance in the Energy Business and major subsidiaries.

- **Net sales: ¥57.55 bn** (up ¥5.72 bn YoY)
- **Operating profit: ¥5.21 bn** (up ¥1.94 bn YoY)
- **Profit attributable to owners of parent: ¥4.53 bn** (up ¥1.41 bn YoY)
- **Dividend forecast: ¥116.00 per share** (FY2025 dividend: ¥81.66 per share)
  Dividend forecast raised from the previously announced ¥105 to ¥116.
- **Orders received: ¥71.87 bn** (up ¥14.47 bn YoY)
- **Order backlog: ¥91.15 bn** (up ¥18.82 bn YoY)

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Financial Summary (Upward Revision and Dividend Increase in FY2026)

Full-year forecast

Due to strong performance in the Energy Business and the consolidated subsidiaries, the Company revised its full-year financial results forecast upward, with all items expected to exceed the previous forecasts.

	Previous forecast		Revised forecast		Change
Net sales	¥128.0	bn	**¥130.0**	**bn**	+1.6%
Operating profit	¥10.5	bn	**¥11.0**	**bn**	+4.8%
Ordinary profit	¥11.0	bn	**¥11.5**	**bn**	+4.5%
Profit attributable to owners of parent	¥8.4	bn	**¥9.2**	**bn**	+9.5%
Earnings per share	¥232.49		**¥259.67**		+11.7%

Dividend forecast

In light of its basic policy of paying stable dividends with a target consolidated dividend payout ratio of 45%, as well as the above revision to its earnings forecast, the Company has revised its year-end dividend forecast for the current fiscal year upward by ¥11 per share from the previously announced ¥59 to ¥70 per share.

Previous forecast		Revised forecast
¥105.00		**¥116.00**
(Interim: ¥46 / Year-end: ¥59)		(Interim: ¥46 / Year-end: ¥70)

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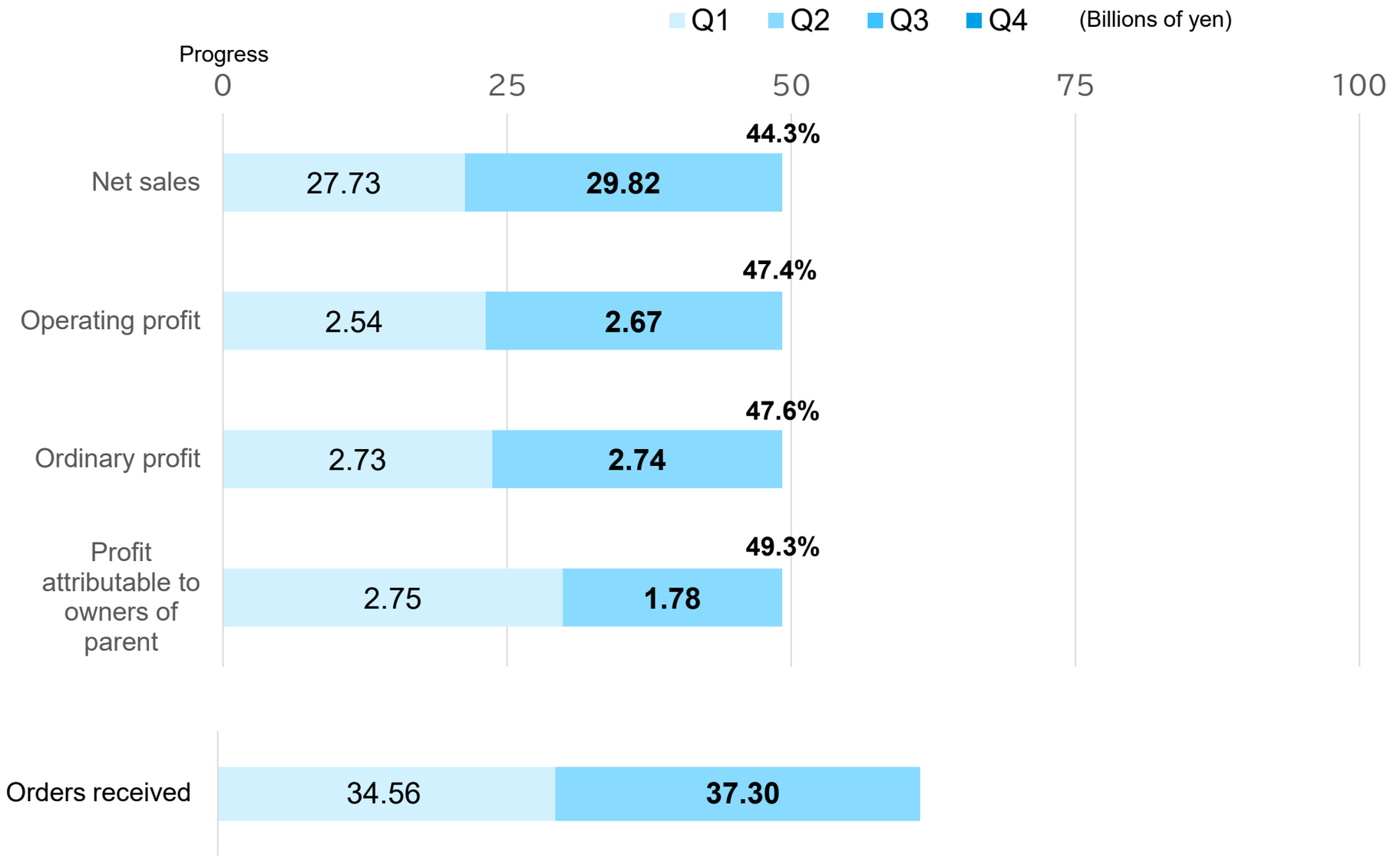
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Summary of Consolidated Financial Results for FY2026 Q2

	FY2025 Q2	FY2026 Q2	Change
Transaction value	¥132.55 bn	**¥148.52 bn**	+12.1 %
Net sales	¥51.83 bn	**¥57.55 bn**	+11.0 %
Operating profit	¥3.26 bn	**¥5.21 bn**	+59.7 %
Ordinary profit	¥3.76 bn	**¥5.47 bn**	+45.5 %
Profit attributable to owners of parent	¥3.12 bn	**¥4.53 bn**	+45.4 %
Orders received	¥57.40 bn	**¥71.87 bn**	+25.2 %
Order backlog	¥72.33 bn	**¥91.15 bn**	+26.0 %

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Progress of Consolidated Financial Results

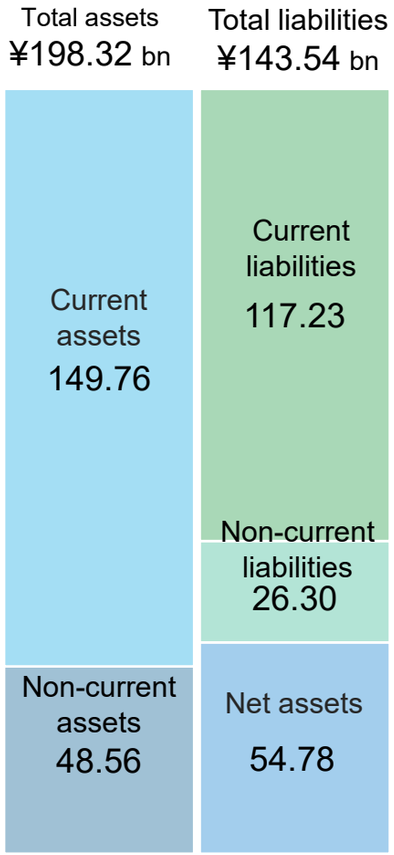


	Results	Full-year forecast (previous forecast)
Net sales	**57.55**	130.0 (128.0)
Operating profit	**5.21**	11.0 (10.5)
Ordinary profit	**5.47**	11.5 (11.0)
Profit attributable to owners of parent	**4.53**	9.2 (8.4)
Orders received	**71.87**	–

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Consolidated Balance Sheet

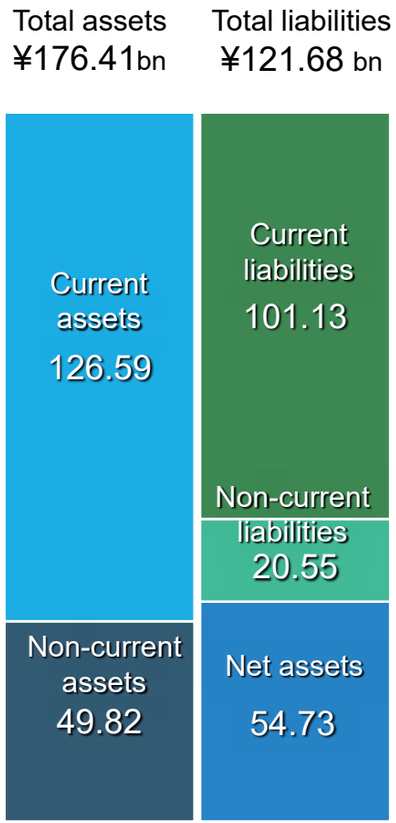
As of March 31, 2026



Equity ratio
27.3%

Long-term issuer rating
A-
(JCR)

As of September 30, 2026



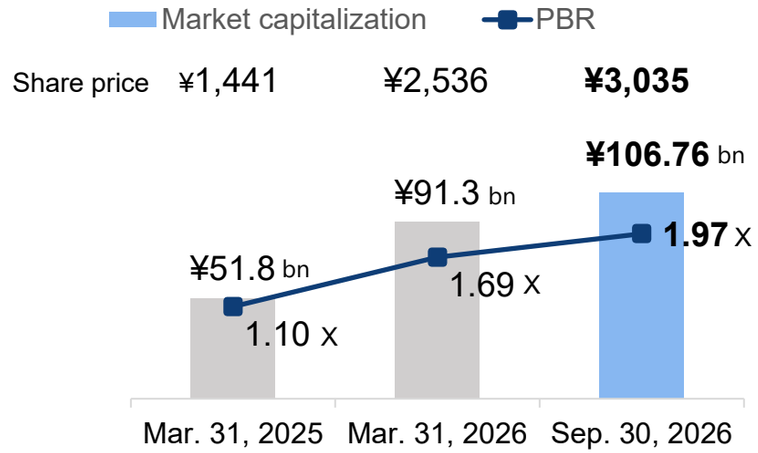
Equity ratio
30.7%

Long-term issuer rating
Maintained at A-
(JCR)

Net assets (Billions of yen)	Mar. 31, 2025	Mar. 31, 2026	**Sep. 30, 2026**
	47.66	54.78	**54.73**

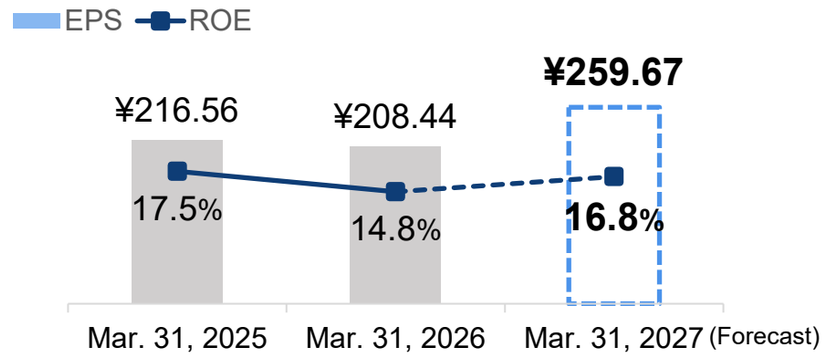
*Following the finalization of the accounting for the business combination with ASAHI SUNAC CORPORATION on December 1, 2025, the figures for FY2025 above have been retrospectively adjusted.

Market capitalization and PBR



*Market capitalization is calculated excluding treasury stock.

EPS and ROE

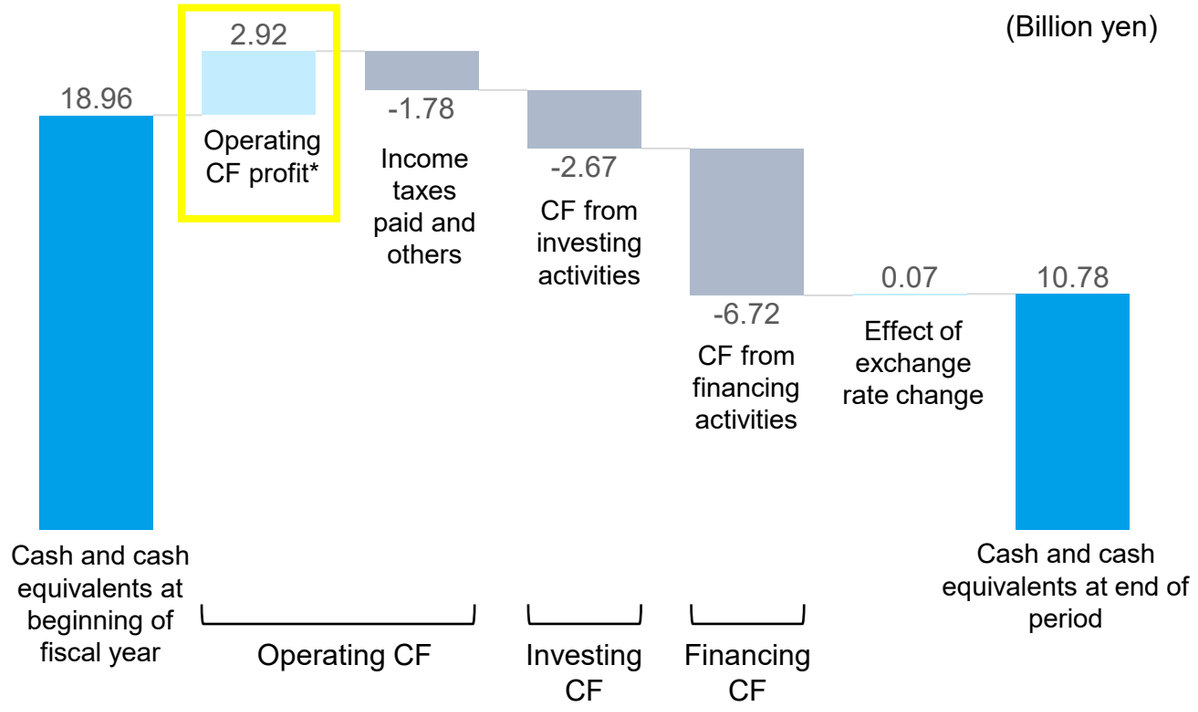


*The fiscal year-end share prices and EPS figures shown above have been adjusted to reflect the three-for-one share split of the Company's common stock effective October 1, 2025.

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Cash Flows

Waterfall analysis of cash and cash equivalents at end of period (Mar. 31, 2026 vs Sep. 30, 2026)



- Operating CF profit* was ¥2.92 billion (¥1.66 billion in FY2025 H1).
  *Operating CF profit is calculated by adding back income taxes paid and other items to CF from operating activities.
- Due to repayments of borrowings and purchase of treasury shares, CF from financing activities resulted in an outflow of 6.72 billion yen.

Semi-annual Consolidated Statements of Cash Flows

(Billion yen)

	FY2025 Q2	FY2026 Q2
CF from operating activities	-0.88	1.14
CF from investing activities	-3.01	-2.67
CF from financing activities	-1.76	-6.72
Effect of exchange rate change on cash and cash equivalents	-0.13	0.07
Cash and cash equivalents at end of period	10.97	10.78
Free CF	-3.90	-1.53

(A total of cash flows from operating activities and those from investing activities)

*Major cash flow items

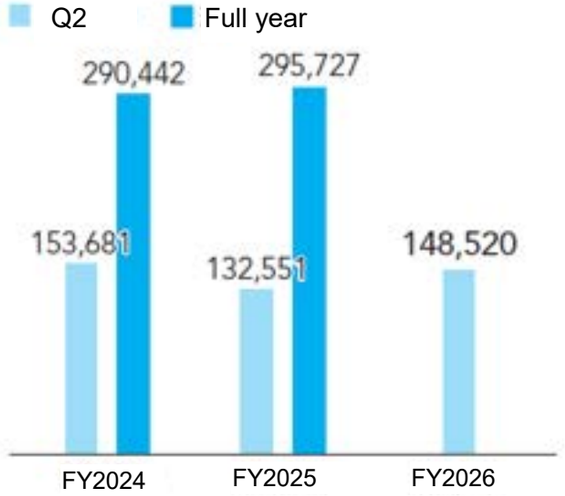
Purchase of property, plant and equipment	-0.38	-1.88
Purchase of investment securities	-2.59	-0.87
Borrowings (long-term and short-term)	-0.006	-2.10
Dividends paid	-1.56	-1.62
Purchase of treasury shares	-0.00	-3.00

P.37 Acquisition of shares in TOKYO SANGYO CO., LTD.

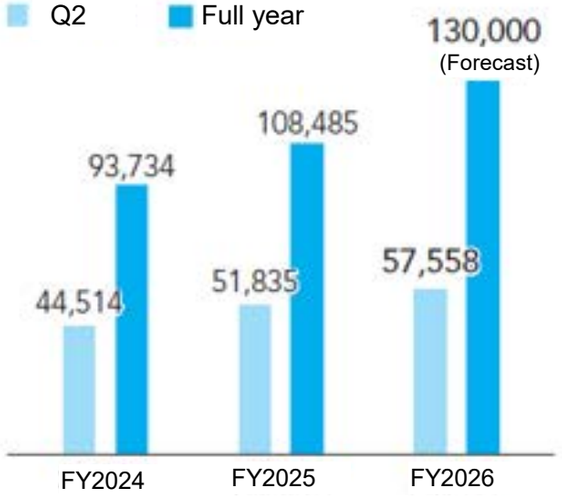
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Trends from FY2024 to FY2026 H1

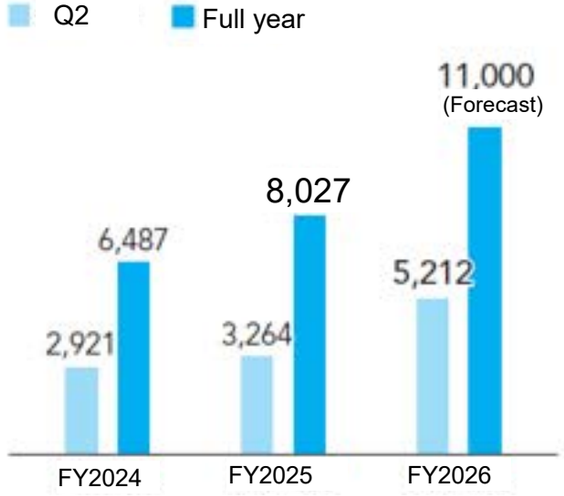
Transaction value (Millions of yen)



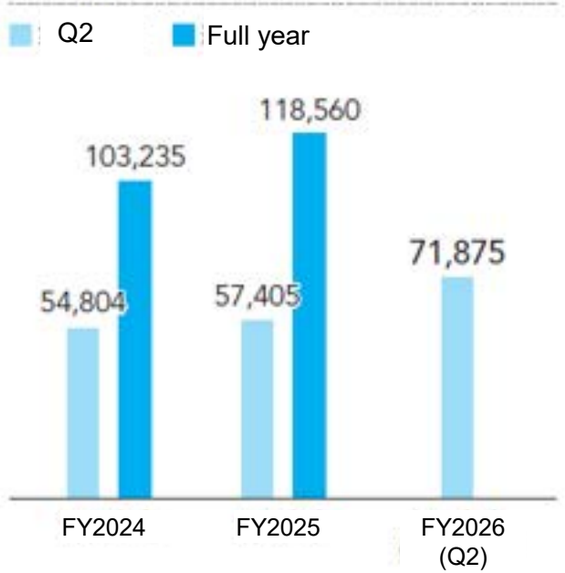
Net sales (Millions of yen)



Operating profit (Millions of yen)

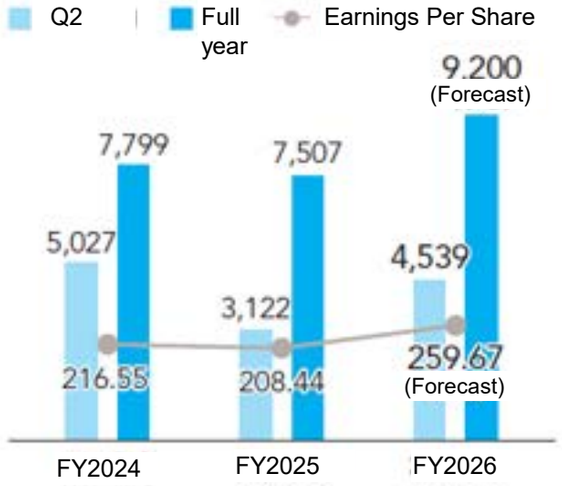


Orders received (Millions of yen)



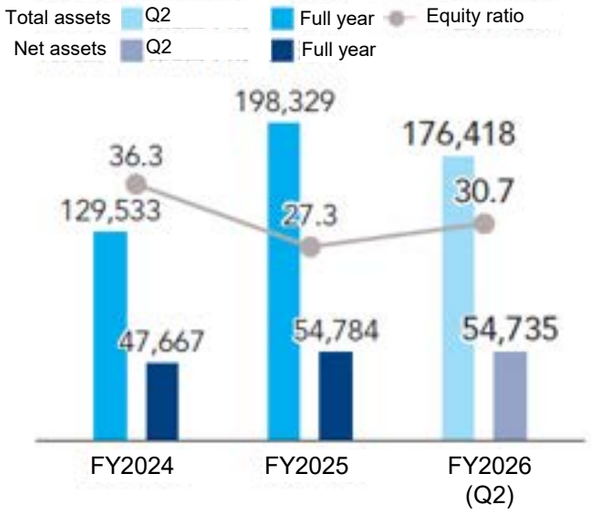
Profit attributable to owners of parent (Millions of yen)

Earnings Per Share* (Yen)



Total assets/Net assets (Millions of yen)

Equity ratio (%)



*The figures shown above have been adjusted to reflect the three-for-one share split of the Company's common stock effective October 1, 2025.

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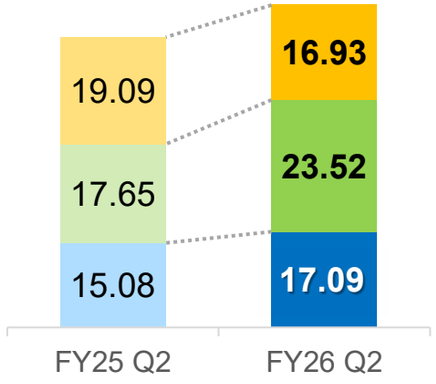
FY2026 Q2 Overview by Segment

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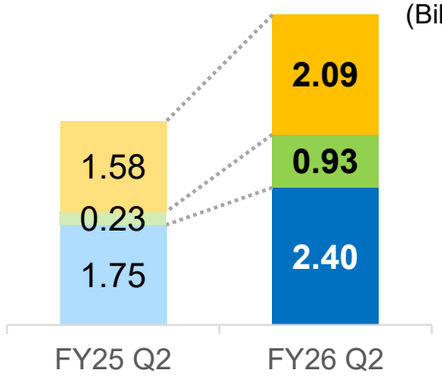
Overview by Segment

(Billions of yen)

	Net sales			Segment profit (Operating profit + Share of profit (loss) of entities accounted for using the equity method)		
	FY2025 Q2 Results	**FY2026 Q2 Results**	Change	FY2025 Q2 Results	**FY2026 Q2 Results**	Change
Energy Business	19.09	**16.93**	-11.3%	1.58	**2.09**	+31.6%
Industrial Machinery Business	17.65	**23.52**	+33.3%	0.23	**0.93**	+302.6%
Product Business	15.08	**17.09**	+13.3%	1.75	**2.40**	+36.9%
Total	51.83	**57.55**	+11.0%	3.57	**5.43**	+51.8%



(Billions of yen)



Energy Business

Net sales decreased partly due to a year-on-year **decline in the delivery of auxiliaries for thermal power generation.** Profit increased partly due **to the recognition from deliveries of large projects including periodic repair work for nuclear power plants in western Japan, construction of power generation facilities for thermal power plants, and major equipment upgrades.**

Industrial Machinery Business

Despite the impact of large project deliveries by the Company in the previous year, net sales and profit increased as **ASAHI SUNAC CORPORATION, which became a consolidated subsidiary in December 2025, performed well.**

Product Business

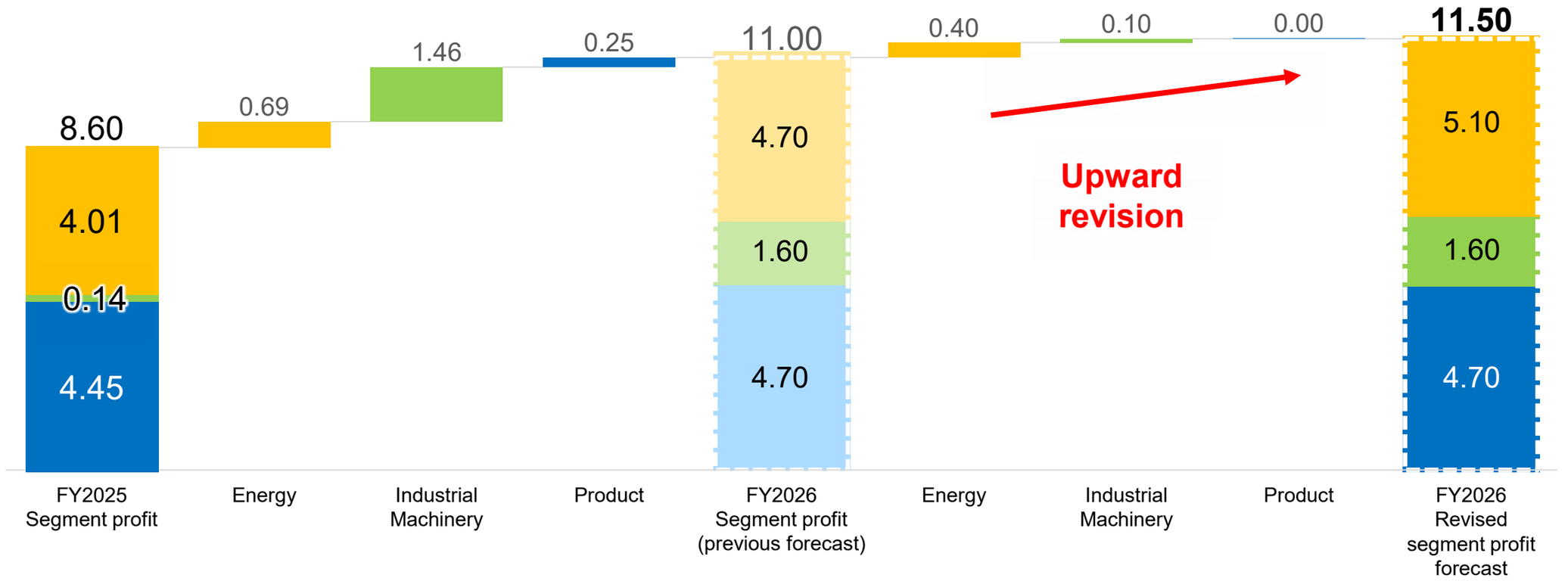
Net sales and profit increased, driven by **strong performance at consolidated subsidiaries, including the Tsurumi (Europe) Group and Seika Daiya Engine Co., Ltd.**

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Waterfall Analysis of Operating Profit Forecast by Segment

- We aim to achieve our target through the significant earnings contribution from ASAHI SUNAC CORPORATION, which joined the Group in December 2025, together with growth in the Energy Business, a growth area.

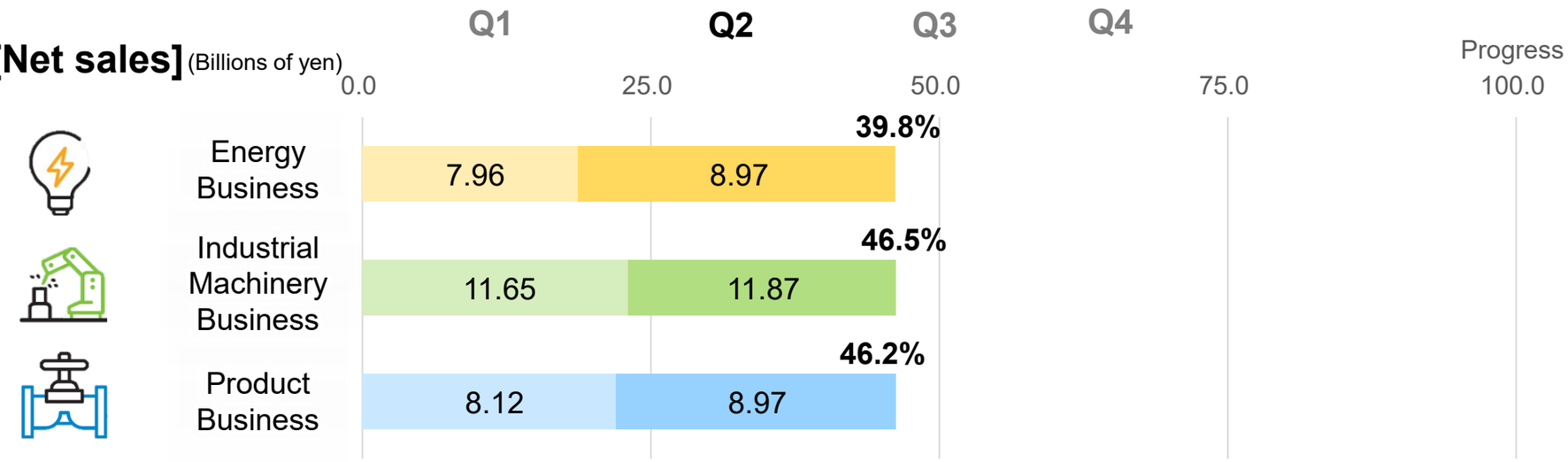
(Billions of yen)



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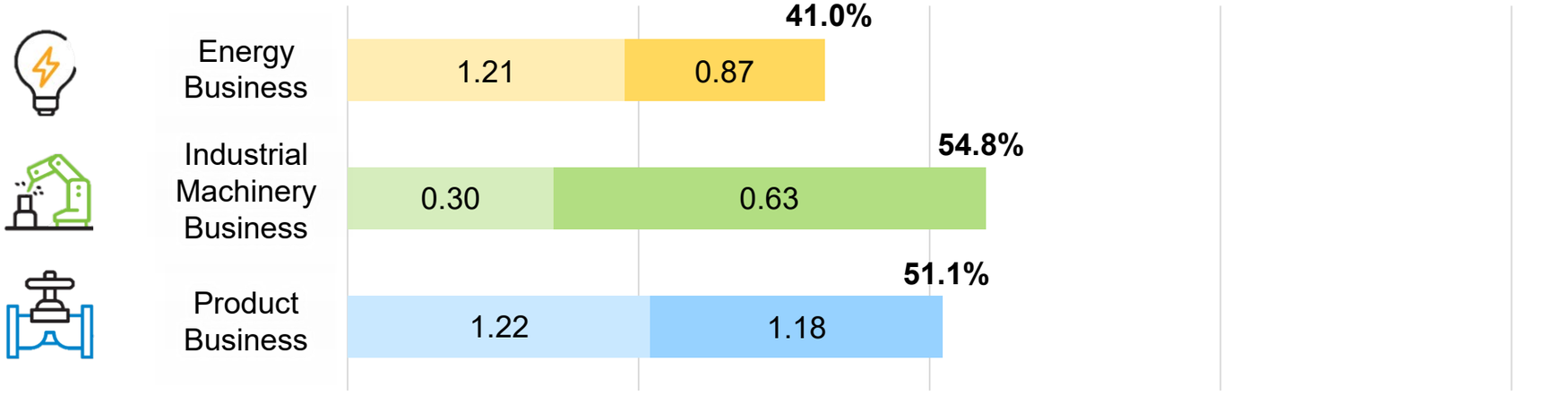
Progress Against Full-Year Forecast (Net Sales and Segment Profit)

[Net sales] (Billions of yen)



	Results	Full-year forecast (previous forecast)
Energy Business	**16.93**	42.5 (42.0)
Industrial Machinery Business	**23.52**	50.5 (49.0)
Product Business	**17.09**	37.0 (37.0)
	Total 57.55	

[Segment profit] (Billions of yen)



	Results	Full-year forecast (previous forecast)
Energy Business	**2.09**	5.1 (4.7)
Industrial Machinery Business	**0.93**	1.7 (1.6)
Product Business	**2.40**	4.7 (4.7)
	Total 5.43	

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Quarterly Orders Received by Segment

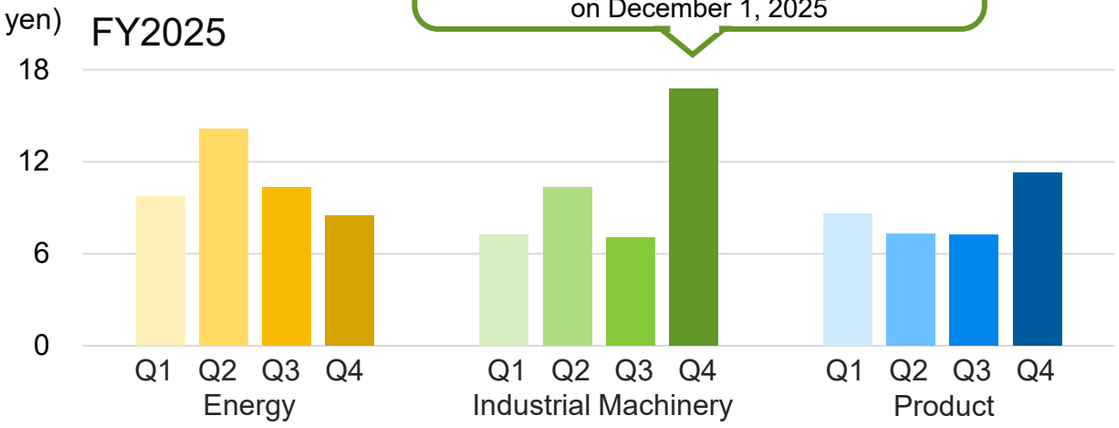
- Orders received in the Energy Business decreased from the same period of the previous fiscal year, when a large order for peripheral equipment for nuclear power plants was received.
- Orders received in the Industrial Machinery Business and Product Business performed above year-ago levels.

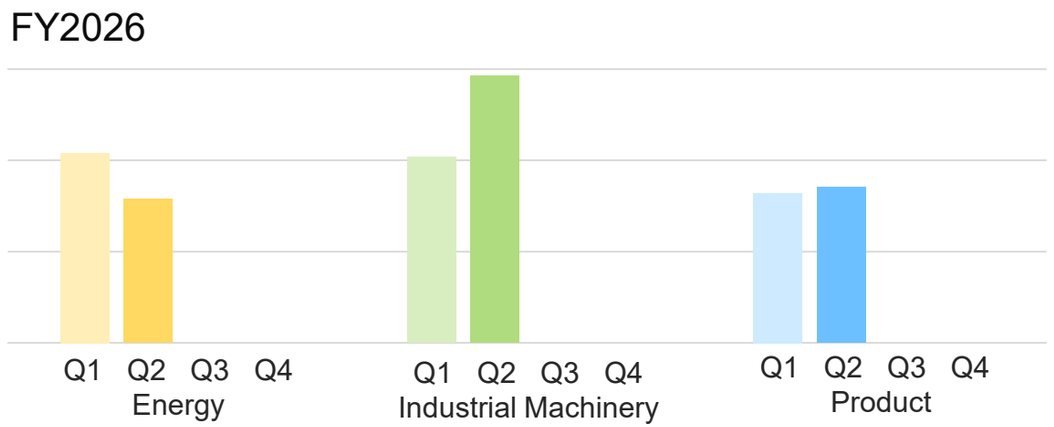
(Billions of yen)

	FY2025					FY2026				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Energy Business	9.76	14.16	10.32	8.47	42.72	12.49	9.47			
Industrial Machinery Business	7.21	10.32	7.06	16.74	41.35	12.21	17.58			
Product Business	8.64	7.29	7.23	11.31	34.48	9.85	10.24			
Total	25.62	31.78	24.62	36.52	118.56	34.56	37.30			

Significant increase due to the inclusion of ASAHI SUNAC's order backlog in Q4 following its consolidation as a subsidiary on December 1, 2025

(Billions of yen)



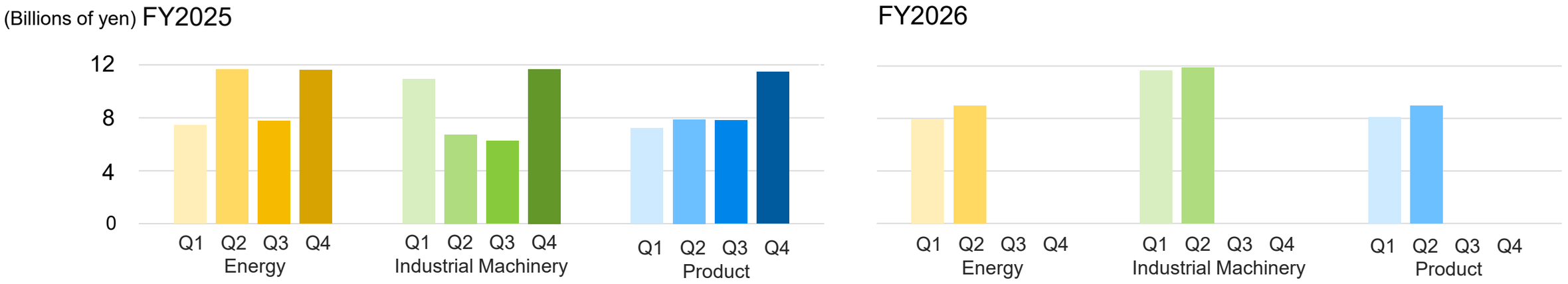


Quarterly Net Sales by Segment

- Net sales in the Energy Business decreased year on year partly due to a decline in the delivery of auxiliaries for thermal power generation.
- Net sales in the Industrial Machinery Business and the Product Business performed above year-ago levels.

(Billions of yen)

	FY2025					FY2026				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Energy Business	7.44	11.64	7.79	11.59	38.49	7.96	8.97			
Industrial Machinery Business	10.91	6.73	6.26	11.67	35.59	11.65	11.87			
Product Business	7.20	7.88	7.82	11.47	34.39	8.12	8.97			
Total	25.56	26.26	21.89	34.75	108.48	27.73	29.82			



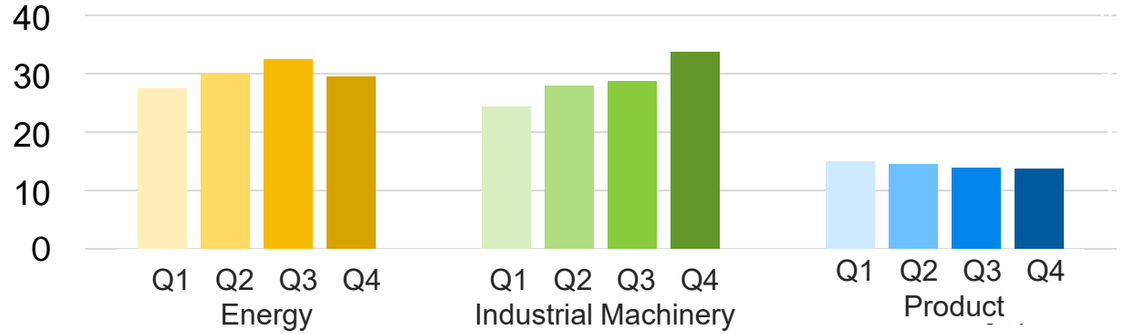
Quarterly Order Backlog by Segment

- Order backlog remained on an upward trend across all segments.

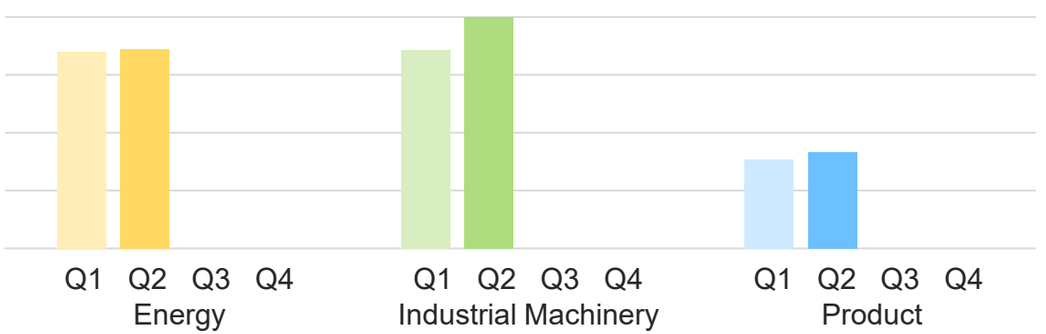
(Billions of yen)

	FY2025				FY2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Energy Business	27.48	30.00	32.52	29.40	33.93	34.44		
Industrial Machinery Business	24.30	27.90	28.70	33.76	34.33	40.04		
Product Business	15.01	14.42	13.83	13.66	15.39	16.66		
Total	66.81	72.33	75.06	76.84	83.67	91.15		

(Billions of yen) FY2025



FY2026



Profit, Assets, and Liabilities by Segment

(Billions of yen)

		Energy Business	Industrial Machinery Business	Product Business	Total	Adjustment	Amount in consolidated financial statements
Segment profit (*1)	FY25 Q2	1.58	0.23	1.75	3.57	-0.007	3.57
	FY26 Q2	2.09	0.93	2.40	5.43	0.04	5.47
	Change	+0.50	+0.70	+0.64	+1.85	+0.05	+1.90
Segment assets (*2)	FY25 Q2	56.93	13.73	22.33	93.00	28.88	121.88
	FY26 Q2	83.81	36.90	24.81	145.53	30.88	176.41
	Change	+26.87	+23.16	+2.48	+52.53	+1.99	+54.53
Segment liabilities (*2)	FY25 Q2	46.72	8.60	6.51	61.83	10.49	72.32
	FY26 Q2	71.54	10.45	6.61	88.62	33.06	121.68
	Change	+24.82	+1.85	+0.10	+26.78	+22.56	+49.35
Invested capital	FY25 Q2	10.21	5.13	15.81	31.16		
	FY26 Q2	12.26	26.44	18.20	56.91		
	Change	+2.04	+21.31	+2.38	+25.74		
Return on invested capital	FY25 Q2	15.6%	4.5%	11.1%	11.5%		
	FY26 Q2	17.1%	3.5%	13.2%	9.5%		

*1 Segment profit reflects operating profit in the consolidated statement of income after adjustment for share of profit/loss of entities accounted for using the equity method.
*2 Only segment profit and segment assets were disclosed in the consolidated financial results for the fiscal year ended March 31, 2026.
From the fiscal year ending March 31, 2027, segment profit, segment assets, and segment liabilities are disclosed together, and the figures shown have been reclassified in accordance with the new disclosure method.

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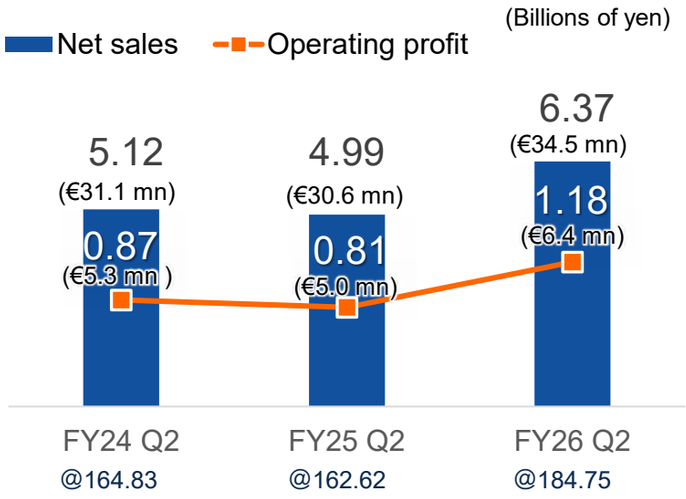
Performance of Major Consolidated Subsidiaries (1)

Product Business

Tsurumi (Europe) Group

Sales of submersible pumps for construction applications

- Europe-wide operations with its headquarters in Germany serving as the hub. Its own distribution network comprising distributors in each country
- Pumps used in public infrastructure construction, mining, and other applications, with a particularly strong share of the construction market
- Flexible response to local market needs through both sales and rental services
- Ample inventory held at warehouses across Europe, enabling rapid response to urgent demand

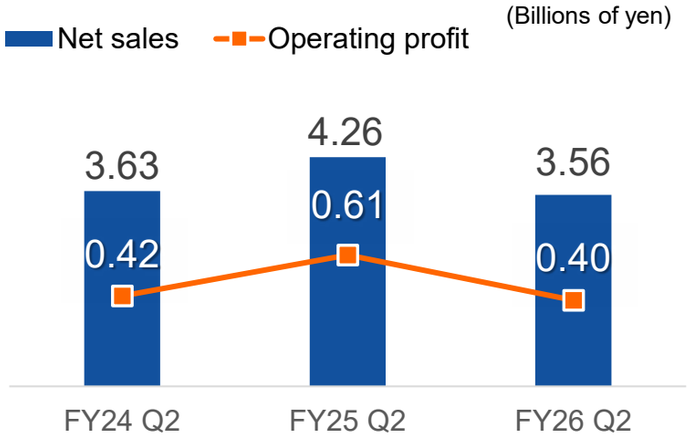


- Net sales and operating profit increased YoY (net sales +27.8%, operating profit +45.5%)
- Pump deliveries for mining and tunnel construction increased
- Business with Northern Europe, Eastern Europe, and Turkey expanded

NDV Nippon Daiya Valve Group

Manufacture and sale of industrial valves

- Broad range of applications, including industrial plants for the pharmaceutical, food, chemical, semiconductor, nuclear power, and steel industries; infrastructure projects such as water and sewer systems and shield tunneling; and environmentally conscious decarbonization projects
- Sales focused primarily on Japan and other Asian markets
- Flagship diaphragm valves hold the leading market share in Japan



- Securing orders with short lead times minimized the decline in net sales despite a sharp YoY decrease in order backlog
- Orders received remained strong, led by the semiconductor-related functional chemicals sector, reaching a half-year record of over ¥4.0 bn

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Performance of Major Consolidated Subsidiaries (2)

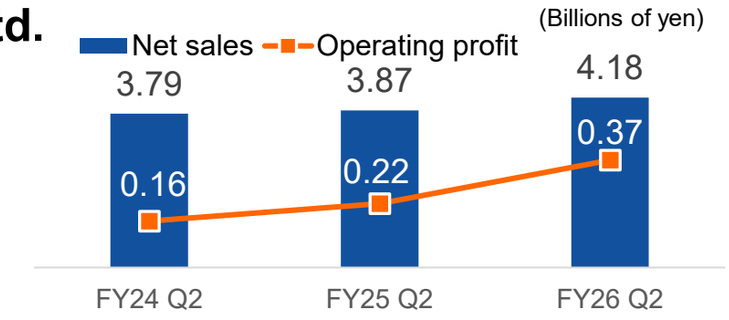
Product Business

Industrial Machinery Business

Seika Daiya Engine Co., Ltd.

Sales and servicing of MHI marine engines

- Sales and maintenance services for Mitsubishi marine diesel engines used in fishing and commercial vessels in Japan
- Main products include marine diesel engines (main and auxiliary engines), boats, parts, and related equipment

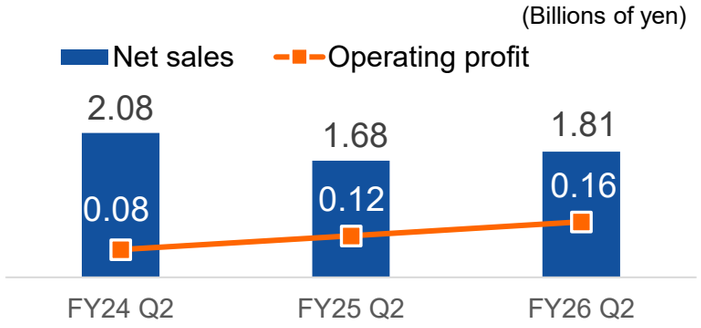


- Concerns over prolonged oil and material shortages due to the situation in the Middle East temporarily increased demand for bringing forward overhauls and maintenance, boosting net sales
- Meanwhile, shortages of shipbuilding materials have largely been resolved, and the impact on net sales for the current fiscal year is expected to be minimal

SHIKISHIMA KIKI Co., Ltd.

Sales of MHI marine and industrial engines throughout Hokkaido

- As MHIET's authorized distributor for Hokkaido, operates 10 locations providing sales and maintenance services for fishing-vessel, marine, and industrial engines throughout the region
- Sales, installation, repair, and maintenance of Mitsubishi marine and industrial engines and other products

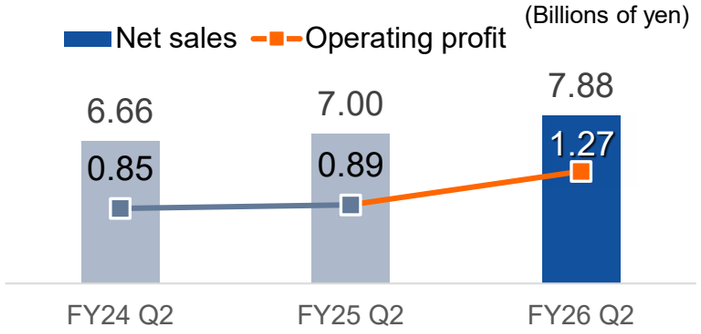


- Achieved profit growth for the third consecutive fiscal year
- The marine business, which underpins core earnings, maintained stable earnings while adapting to both an aging fishing workforce in Hokkaido and changing marine resource conditions, including declining catches
- The industrial machinery business, a growth area, drove overall performance on strong demand for emergency power generators for data centers

ASAHI SUNAC CORPORATION

Manufacture and sale of coating equipment, forging machinery, and precision cleaning systems

- Coating equipment business currently focused on automotive applications, with expansion into other industries through SEIKA's customer base expected
- Rising thinner prices due to higher naphtha prices driving increased demand for conversion from liquid coating to powder coating systems



* FY24 and FY25 show results for Q2 (June–November) before the fiscal year-end change.

- Orders and inquiries for new products, including new electrostatic spray guns, increased
- Livestreams of the new forging machine at overseas trade shows earned positive technical evaluations, resulting in new projects secured
- Inquiries in new fields increased, including spray cleaning equipment for reclaimed wafers and film deposition equipment for perovskite solar cells

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Business Overview — ASAHI SUNAC CORPORATION (Became a Subsidiary in December 2025)



Location	Owariasahi, Aichi Prefecture
Lines of business	Development, manufacture, sale, and service of coating machinery, high-pressure manufacturing machinery, precision cleaning and coating equipment
Share capital	¥255 million
Founded	July 17, 1942

Date of share transfer:	December 1, 2025 (Acquired for ¥18.8 billion)

Goodwill: ¥11.5 billion; Amortization period: 16 years

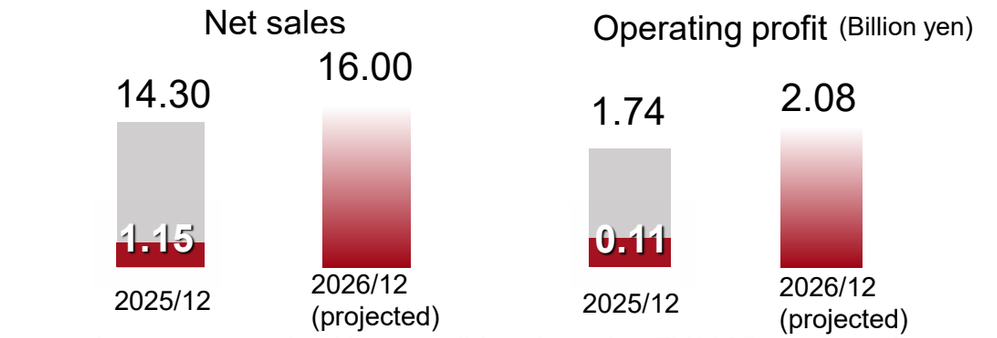
Background of making ASAHI SUNAC CORPORATION a group company

- A longstanding relationship has been established through the operation of joint ventures with ASAHI SUNAC in Germany and Thailand.
- We highly valued the fact that ASAHI SUNAC possesses stable earnings power that contributes to our sustainable growth, as well as advanced technologies.

Expected synergies (expansion of business revenue)

(1) Acquiring new customers for our Industrial Machinery Business and Product Business.
(2) Promotion of sales of coating equipment to the machinery manufacturers we work with.
(3) Growing overseas sales channels using Seika's international network in Germany, Thailand, and elsewhere.

Actual performance for the previous fiscal year (January–December 2025) and forecasts for the current fiscal year



: Amount recognized in consolidated results (FY2025 results reflect one month of contribution after becoming a group company)

- Performance has remained solid since joining the Group, supported in part by steady domestic investment demand.
- PMI (Post Merger Integration) has progressed largely in line with the plan, and the governance structure will be strengthened going forward.
- Introduced the Seika Corporation Group's CMS (Cash Management System) to improve cash management efficiency.
- Aim for further growth by accurately identifying changes in the business environment.

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3. Consolidated Forecast for FY2026

4. Shareholder Returns

5. Topics of Interest in Dialogue with Shareholders and Investors

Reference Materials

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Consolidated Forecast for FY2026

	FY2025 Results	FY2026 Previous forecast	FY2026 Revised forecast	Change from FY2025 Results
Net sales	¥108.48 bn	¥128.0 bn	**¥130.0 bn**	+19.8%
Operating profit	*1 ¥8.02 bn	¥10.5 bn	**¥11.0 bn**	+37.0%
Ordinary profit	¥9.03 bn	¥11.0 bn	**¥11.5 bn**	+27.3%
Profit attributable to owners of parent	¥7.50 bn	¥8.4 bn	**¥9.2 bn**	+22.6%
Earnings per share	¥208.44	¥232.49	**¥259.67**	–
Annual dividends	*2 ¥81.66	¥105 (Interim: ¥46 / Year-end: ¥59)	**¥116 (Interim: ¥46 / Year-end: ¥70)**	+¥34.34

*1 Following the finalization of the provisional accounting for the business combination with ASAHI SUNAC CORPORATION on December 1, 2025, the figures for FY2025 above have been retrospectively adjusted.
*2 Annual dividends shown above have been adjusted for the three-for-one share split of common stock effective October 1, 2025.

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Consolidated Forecast by Segment for FY2026

From the previous fiscal year (FY2025), amounts shown for segment profit have changed from operating profit to operating profit adjusted by share of profit/loss of entities accounted for using the equity method, in consideration of profit/loss of equity method affiliates.

(Billions of yen)

	Net sales				Segment profit [Segment Profit = Operating Profit + Share of Profit/Loss of Entities Accounted for using the Equity Method]			
	FY2025 Results	FY2026 Previous forecast	FY2026 Revised forecast	Change from FY2025 Results	FY2025 Results	FY2026 Previous forecast	FY2026 Revised forecast	Change from FY2025 Results
Energy Business	38.49	42.0	**42.5**	+4.01	4.01	4.7	**5.1**	+1.09
Industrial Machinery Business	35.59	49.0	**50.5**	+14.91	0.14	1.6	**1.7**	+1.56
Product Business	34.39	37.0	**37.0**	+2.61	4.45	4.7	**4.7**	+0.25
Total	108.48	128.0	**130.0**	+21.53	* 8.60	11.0	**11.5**	+2.90

* Following the finalization of the provisional accounting for the business combination with ASAHI SUNAC CORPORATION on December 1, 2025, the figures for FY2025 above have been retrospectively adjusted.

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Path to Achieving the Operating Profit Targets under the Long-Term Management Vision

FY2025 Results

*¥8.02 bn

Initial forecast

¥6.6 bn

Organic business growth 6%/year

FY2026 targets
(Final year of Medium-Term Management Plan)
Upward revision on November 10

¥11.0 bn

Previous forecast

¥10.5 bn

Organic business growth 6%/year

FY2030 Long-Term Management Vision targets

¥12.0 bn

Non-organic business
Building a new revenue base and businesses

Organic business
Enhancing the revenue base in existing businesses



Medium-Term Management Plan “VIORB2030 Phase1” | Long-Term Management Vision “VIORB 2030”

Targets to be updated and announced by March 2027

Capital allocation outlook under the next Medium-Term Management Plan “VIORB2030 Phase 2” (To be announced along with the next Medium-Term Management Plan)

Operating CF
Expand operating CF to achieve the FY2030 operating profit target of 12.0 billion yen

Shareholder returns
Target dividend payout ratio: 45%

Human capital investments
Accelerate the development of group management personnel

Asset reshuffling
Continued reduction of cross-shareholdings

Use of debt
Assume approximately 50.0-60.0 billion yen as the maximum allowable amount of debt

Growth investments
Invest in strengthening the earnings base with a focus on leveraging debt

* Following the finalization of the provisional accounting for the business combination with ASAHI SUNAC CORPORATION on December 1, 2025, the figures for FY2025 above have been retrospectively adjusted.

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Shareholder Returns – Acquisition of Treasury Stock

Reason for acquisition

To improve capital efficiency



To enhance shareholder returns



To implement flexible capital policies in response to changes in the business environment



Acquisition method	Market purchase
Class of shares to be acquired	Common stock of the Company
Acquisition period	May 14, 2026 to August 31, 2026
Total number of shares that can be acquired	1,050,000 shares (maximum) Percentage of total shares issued and outstanding (excluding treasury stock): 2.89%
Total acquisition cost	¥3.0 billion (maximum)

Acquisition results

Total number of shares acquired
988,200 shares

Total acquisition cost
¥2,999,782,400

* Share buyback completed upon reaching the maximum acquisition amount

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Shareholder Returns —Change in Return Policy

Previous

Target total return ratio: 45%

Effective from the interim dividend for FY2026

Target consolidated dividend payout ratio: 45%

(Forecast)
Annual dividends: ¥116 per share
Payout ratio: 44.7%

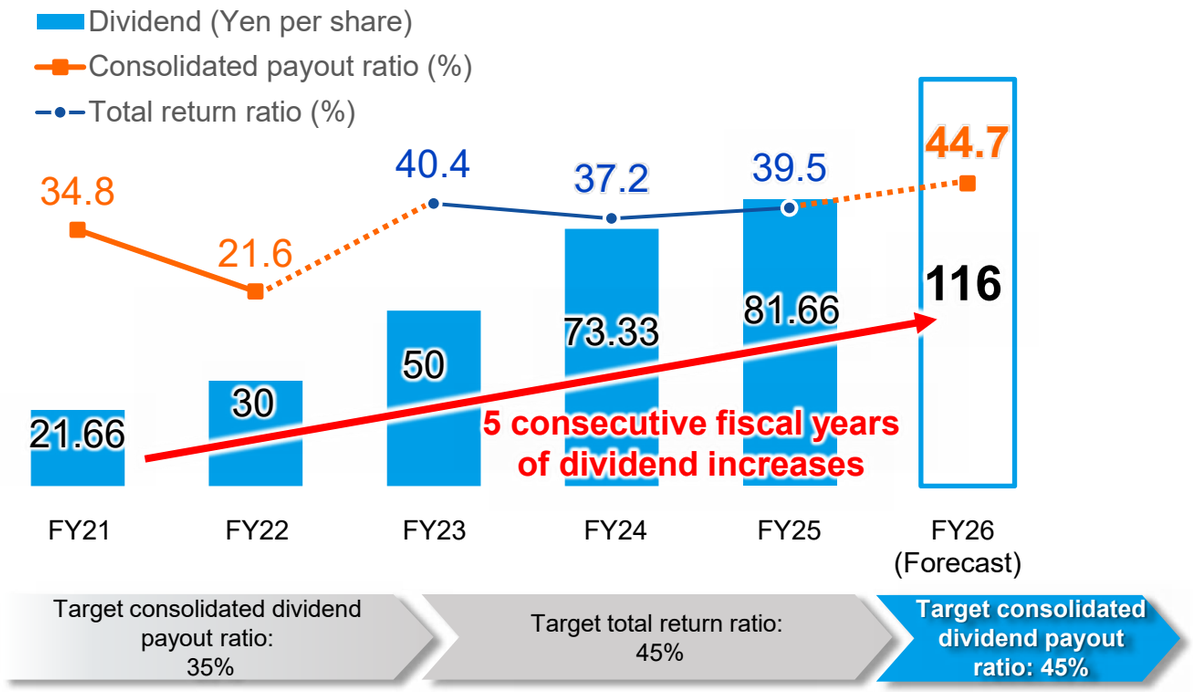
Reason for change:

With core earnings power strengthened through strategic business investments, the shareholder return policy has been revised to focus primarily on dividends supported by earnings from operations.

- ✓ **Maintain consistent and stable dividends** while flexibly addressing funding needs for business development and other initiatives
- ✓ **Conduct share repurchases in a timely and appropriate manner** in response to changes in the business environment

Dividend Trends

* Annual dividends shown below have been adjusted for the three-for-one share split of common stock effective October 1, 2025.



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Topics of Interest in Dialogue with Shareholders and Investors

- IR Topics in the Fiscal Year Ending March 31, 2027
- Continued Inclusion in the TOPIX (Tokyo Stock Price Index)
- Initiatives Leading to Continued Inclusion in the TOPIX (1)—Status of Individual Shareholders
- Initiatives Leading to Continued Inclusion in the TOPIX (2)—Status of Reduction of Cross-shareholdings
- Publicity and Other Media Coverage
- Status of PR Activities
- Acquisition of Shares in TOKYO SANGYO CO., LTD.



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IR Topics in the Fiscal Year Ending March 31, 2027

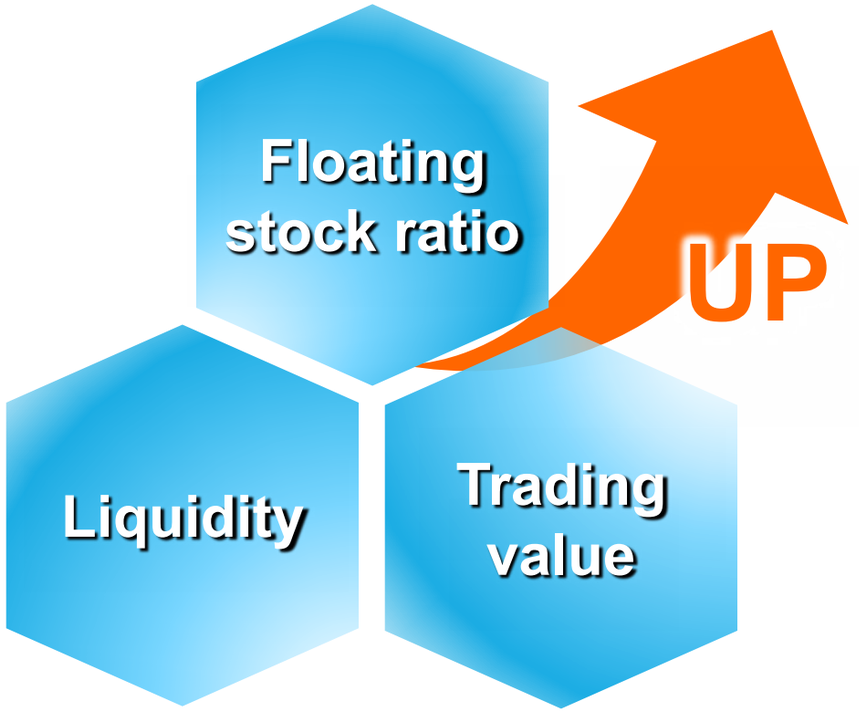
Apr 1:	Establishment of the tagline
Apr 9:	Appearance of President and CEO Sakurai on Radio Nikkei
Apr 23:	Appearance of President and CEO Sakurai on Nikkei CNBC's Biz-Reco
May 14:	Commencement of repurchase of treasury shares (Actual results: Total number of shares repurchased: 988,200 shares; Total cost of repurchase: approximately ¥3.0 billion)
May 25:	Financial results briefing for the fiscal year ended March 31, 2026
Jun 2:	Participation in a Small Meeting hosted by SMBC Nikko Securities
Jun 20:	Participation in Corporate IR & Individual Investor Support Event held in Sapporo, co-sponsored by Radio Nikkei and PRONEXUS
Jul 1:	Appearance of President and CEO Sakurai on Mie TV's Okasan Investment Navi
Jul 16:	Publication of an interview with the President in ZUU online's "The New Era of M&A: Growth Strategies for Navigating Turbulent Times"
Jul 22:	Corporate hometown tax contributions to Kitakyushu City, Fukuoka Prefecture (continued since FY2025)
Sep 12:	Participation in Corporate IR & Individual Investors Support Event held in Nagoya, co-sponsored by Radio Nikkei and PRONEXUS
Oct 1:	Establishment of the Corporate Governance Guidelines
Oct 1:	Joining the Japan Business Federation (Keidanren)
Oct 3:	Participation in Corporate IR & Individual Investors Support Event held in Fukuoka, co-sponsored by Radio Nikkei and PRONEXUS
Oct 8:	Continued Inclusion in the TOPIX (Tokyo Stock Price Index)
Nov 2:	Publication of the Integrated Report 2026
Nov 20:	Financial results briefing for H1 of the fiscal year ending March 31, 2027
Nov 28: (scheduled)	Planned participation in Corporate IR & Individual Investors Support Event to be held in Osaka, co-sponsored by Radio Nikkei and PRONEXUS

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Continued Inclusion in the TOPIX (Tokyo Stock Price Index)

Implement initiatives to improve stock liquidity and expand the investor base

- Reduction of cross-shareholdings and elimination of reciprocal shareholdings
- Holding company briefings for individual investors
- Introduction of a shareholder benefits program



Improvement in the floating stock ratio and stock liquidity

✓ Floating stock ratio: 0.45 as of October 2023
► 0.55 As of the end of August 2026 (free-float adjusted market capitalization: 61.6 billion yen)

✓ Also included as a constituent of the TOPIX1000 index

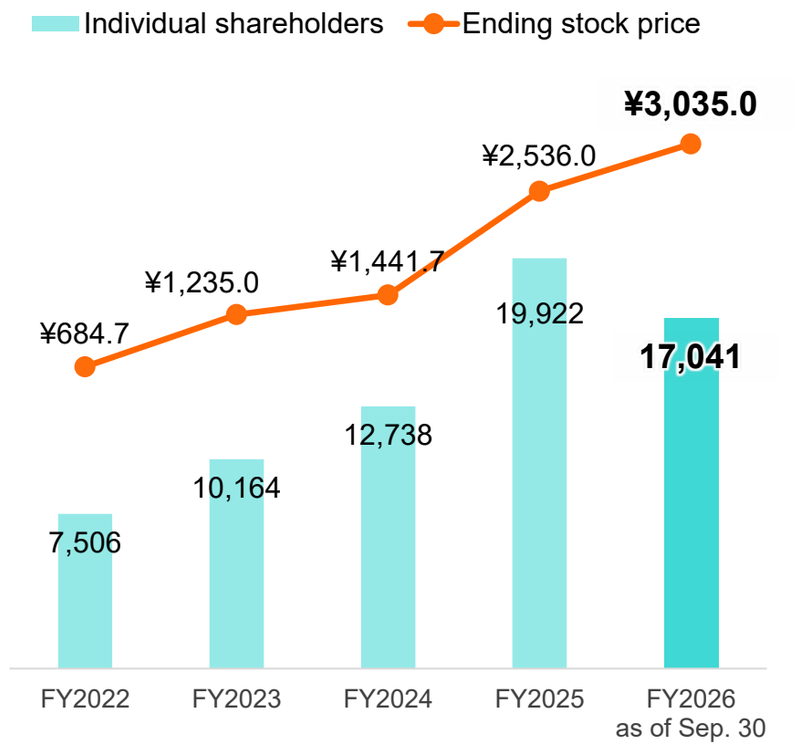
Continue initiatives to achieve sustainable growth and enhance corporate value going forward

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Initiatives Leading to Continued Inclusion in the TOPIX (1)— Status of Individual Shareholders

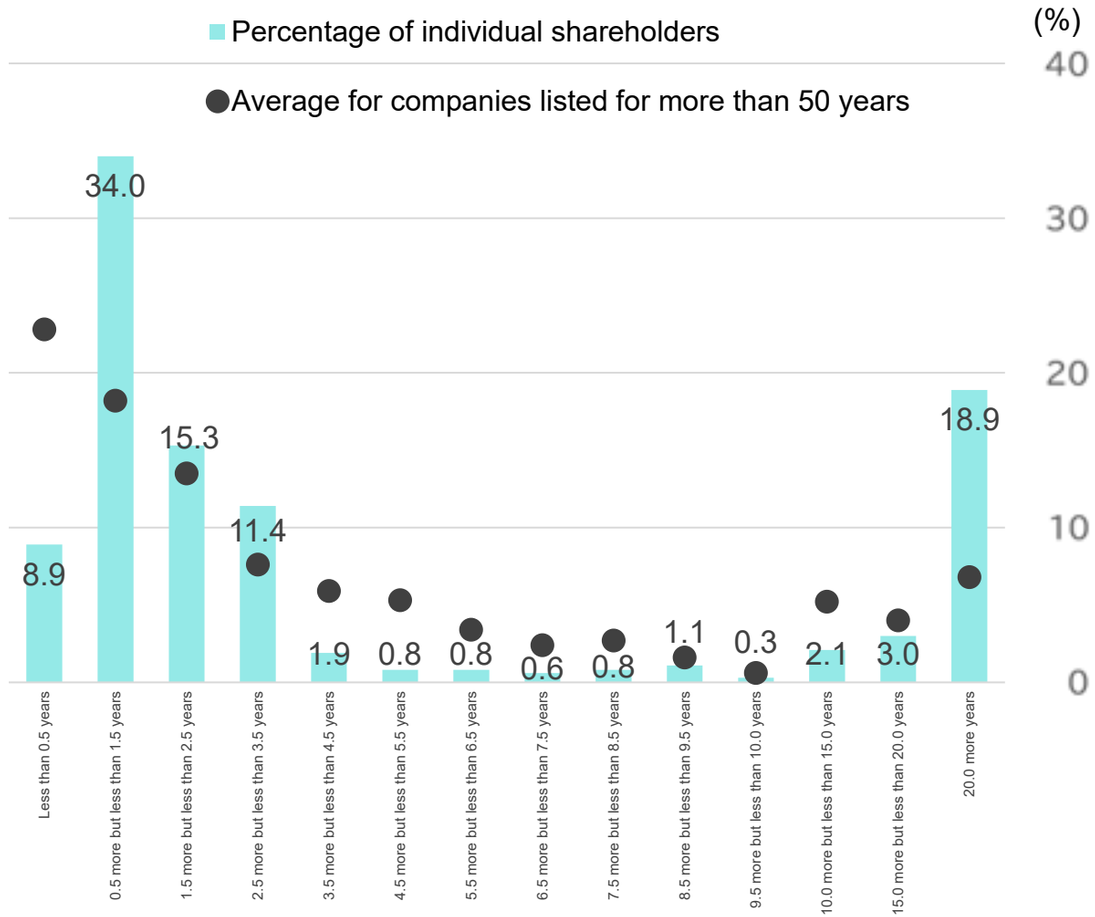
■ While enhancing IR activities, efforts including company briefings for individual investors, introducing a shareholder benefits program, and a stock split have resulted in **a significant increase in the proportion of individual shareholders** compared with the end of March 2024, before the initiatives were implemented.

Trend in individual shareholders



*The fiscal year-end share prices shown above have been adjusted to reflect the three-for-one share split of the Company's common stock effective October 1, 2025.

Distribution of holding periods

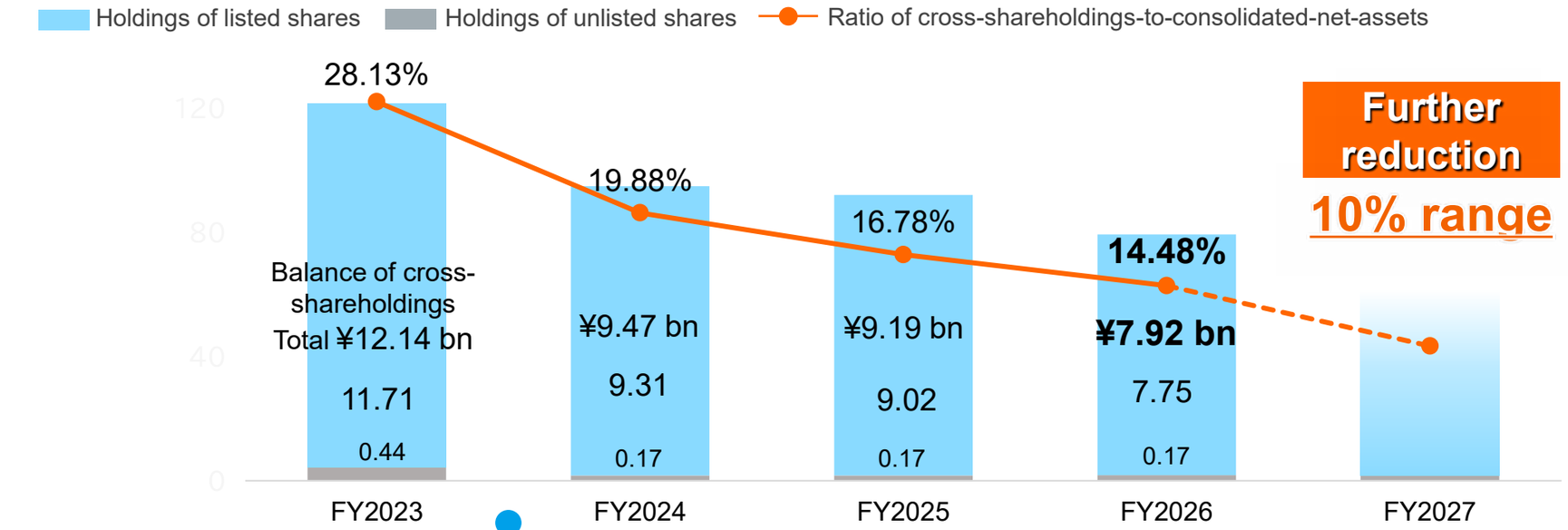


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Initiatives Leading to Continued Inclusion in the TOPIX (2)— Status of Reduction of Cross-shareholdings

- To improve the floating stock ratio as of March 31, 2025, **we executed secondary offerings of shares held by banks and reduced cross-shareholdings**.
- We reduced cross-shareholdings by approximately ¥4.0 billion compared to the end of March 2024, bringing the ratio down to 14.48% and will continue to seek to achieve a cross-shareholdings-to-**consolidated-net- assets ratio in the 10% range**.

Trends in cross-shareholdings



(Billions of yen)	FY2023	FY2024	FY2025	FY2026 As of Sep. 30
Balance of cross-shareholdings	12.14	9.47	9.19	7.92
Amount sold	0.34	3.41	2.85	1.59

Secondary offerings of shares held by banks in December 2024

Compared to the end of March 2023:

Approximately 10% decrease in shares held by banks ⬇

Approximately 10% increase in the ratio of institutional investors ⬆

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Publicity and Other Media Coverage

Date	Medium	
♦ TV and radio appearances		
April 15	Radio Nikkei 1	Appearance on “Asazai: Today’s Featured Company”
April 20-May 3	Nikkei CNBC	“Biz-Reco”
July 4	Mie TV	“Okasan Investment Navi”
♦ Interviews in magazines and other media		
May 17	*Kabunushi Techo*	"Sustainable Growth Driven by the Transformation of the Earnings Structure"
July 16	*ZUU Online*	"The New Era of M&A: Growth Strategies for Navigating Turbulent Times"
July 24	*Japanese Investor*	"Pick Up! Shareholder Benefits!"
October 30	*Nikkei Veritas*	"New TOPIX: **October winners**—Companies facing exclusion strive for a comeback"







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Status of PR Activities

Advertising in public transportation	
Haneda Airport	1.5F Arrivals Concourse, South Wing, Terminal 1
	1.5F Arrivals Concourse, North Wing, Terminal 1
	Central Domestic Baggage Area, Terminal 2
	Central 1.5F Arrivals Concourse, Terminal 2
Hiroshima Airport	Inside Departure Lounge, 2F, Domestic Terminal
Takamatsu Airport	Inside Departure Lounge (in front of JJP gate), 2F, Domestic Terminal
Okayama Airport	Inside Departure Lounge, 2F, Domestic Terminal
Yamaguchi Ube Airport	Inside Departure Lounge (upper central west side), Departures Lobby, 2F, Domestic Terminal
Fukuoka Airport	Near Boarding Gate 8, Departures North Side, 2F, Domestic Terminal
Kitakyushu Airport	Inside Baggage Collection Area (near exit), 1F
Kagoshima Airport	Departures Lobby, 2F, Domestic Terminal
Shinagawa Station	Near walkway connecting Keikyu Shinagawa Station and JR Shinagawa Station (payment window)
JR Tsuruga Station	JR Tsuruga Station (inside turnstiles)
JR Kyushu Sendai Station	Shinkansen Concourse













Please refrain from asking airports and stations or the staff at these facilities about advertising locations.

Radio time-signal spot commercials

Radio NIKKEI 1: Immediately before the start of “Market Press (Afternoon Session)” at 12:30 p.m. on weekdays

Commercial text "Putting people first, connecting industries. Founded in 1947, Seika Corporation is a general machinery trading company with strengths in thermal and nuclear power generation equipment and offices in Japan and around the world. Seika Corporation, securities code 8061, announces the opening of afternoon session trading.”

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Acquisition of Shares in TOKYO SANGYO CO., LTD.

Additional acquisition of shares in TOKYO SANGYO CO., LTD. disclosed August 17, 2026

TOKYO SANGYO CO., LTD. (securities code: 8070)	
Location	Chiyoda Ward, Tokyo
Lines of business	Sales, maintenance, service, etc. of various machinery, plants, materials, tools, chemicals, etc. in Japan and overseas
Capital	3.443 billion yen
Established	October 20, 1947

Number of additional shares acquired	1.9 million shares of common stock
Total number of shares held	5,221,800 shares
Percentage of total voting rights	19.62%

(The Company has become the largest shareholder.)

Current status

An additional 1.9 million shares were acquired to facilitate more active discussions on initiatives for sustainable growth and enhancement of corporate value over the medium to long term at both companies.

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- Company Profile
- Initiatives for Human Capital
- Business Overview
- Performance Trends
- Review of Actions to Achieve Management Conscious of Capital Cost and Share Price
- Engagement with Institutional Investors
- ESG Initiatives
- Domestic and Overseas Locations

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Company Profile

西華産業株式會社
SEIKA CORPORATION

Securities Code	8061
Business category	Trading company
Head office	Shin-Tokyo Bldg 3F, 3-1, Marunouchi 3-chome, Chiyoda-ku, Tokyo 100-0005
Establishment	October 1, 1947
President	Akihiko Sakurai
Capital	6,728 million yen ※Net assets 54.78Billion yen (as of the end of March 2026)
Number of employees	Consolidated: 1,558 Parent only: 359
Core business	Sale, import, export and after sales service related to power generating equipment, environmental equipment, industrial machinery and electric equipment
SEIKA CORPORATION's locations	29 offices in Japan, including head office, Osaka Sub HeadOffice, Fukuoka branch and Hiroshima branch 2 offices overseas including Seoul branch
Group companies	31 companies in total (12 in Japan and 19 overseas)
Business sites	151 bases in total (124 in Japan and 27 overseas)

The company will celebrate its 80th anniversary in October 2027.

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Initiatives for Human Capital—Improving Engagement (1)

Number of new hires



FY2026 New graduates
16

FY2025 Mid-career hires
11

Turnover of new graduate hires within three years



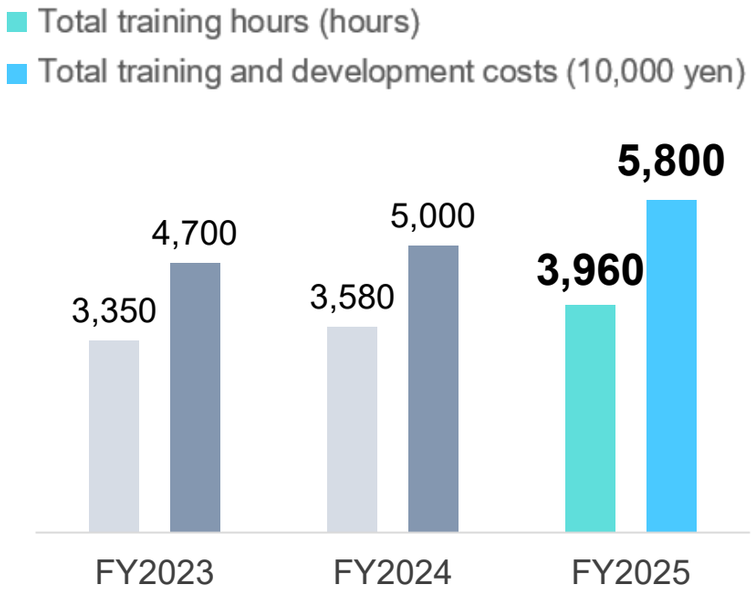
0%

* Results of new hires between April 2023 and April 2026

Overall turnover

4.7%

Total hours of training / total education/training expenditures





Engagement survey

Work engagement

A strong bond between employees and their work. It consists of “vigor” toward work, “dedication” (pride and a sense of purpose) to work, and “absorption” in work.



Trading sector average	The Company
53.00%	**69.00%**

Organizational engagement

A strong bond between employees and the company. It consists of “willingness to contribute” to the company, “alignment with the philosophy and policies,” and “brand awareness of their own company.”

Trading sector average	The Company
53.25%	**74.00%**

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Initiatives for Human Capital—Improving Engagement (2)

Distinctive systems and fringe benefits

- Long service award (in 25th year)
- Childbirth congratulatory cash gift (100,000 yen for first child and 300,000 yen for each subsequent child)
- Congratulatory cash gift for children advancing to new levels of education (50,000 yen per child when entering kindergarten / nursery school, elementary school, junior high school, and high school

Twice-yearly health examinations

- Spring health examination
  Full physical (for employees aged 30 or older)
  Lifestyle disease checks, gynecological examinations, cancer screenings
  (Employees aged 30 or older are also eligible to receive subsidies for the cost of optional examinations/tests.)
- Autumn health examinations
  Statutory health examinations, cancer screenings

Updates to overseas assignment regulations

Updates to business travel expense regulations

Labor union (established in 1974)

Expansion of employee stock ownership plan (company contributes 20%)

OJT training

On-the-job training is provided to new employees and other young employees to improve their ability to perform their duties while gaining practical experience.

Purpose-specific training

Purpose-specific training is provided, allowing employees to freely choose from all topics training and seminars meeting their goals.

Level-specific training

Level-specific training is conducted for the purpose of acquiring the job execution capabilities expected at each level, e.g., year of joining, qualification grade, and position.

Training for administrative staff from overseas subsidiaries

To foster a sense of belonging among the Group's employees and to strengthen intercompany ties, administration personnel from five overseas sites (Shanghai, Vietnam, Germany, San Francisco, and Los Angeles) participated in team-building training at our Tokyo headquarters, as well as presentations on the operations of each company and factory tours of the Group companies.

Other trainings

- Launched two projects for developing management talent
- Compliance training
- Information security
- Evaluator training

Self-development

Support is provided for employees' voluntary efforts to further enhance their expertise and education, such as acquiring English and other foreign languages, acquiring public and private certifications and participating in external seminars.

TOEIC/telecommunications engineering/book-keeping/
construction management engineer/trade business, etc.

Global Human Resources Training

Human resources who can play an active role internationally are developed by sending young employees to the Group's overseas subsidiaries with the aim of fostering international business acumen.

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Initiatives for Human Capital—Support for Achieving a Work/Life Balance

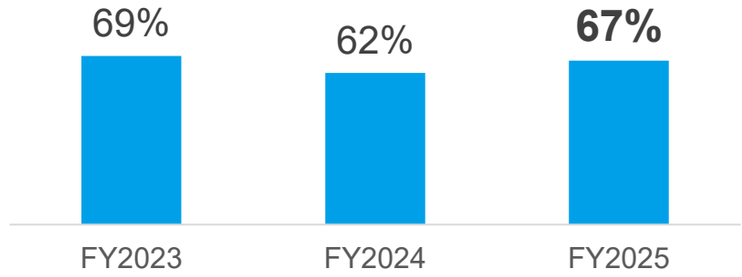
Percentage of employees taking childcare leave



Men	Women
75%	100%

Percentage of paid leave used





Support for balancing work and childcare

We provide various leave systems to help employees balance work with childcare and childrearing responsibilities. Additionally, we offer parents reduced working hours for childcare. Company policies limit overtime and late-night work for parents.

Personnel can also take advantage of shortened working hours for caregiving, exemptions from or limits on overtime work, caregiver leave, and special reserve of paid vacation.

Leave systems

Annual paid leave	Special leave for summer vacation	Maximum days of leave accumulation
20 days	5 days	40 days

Flextime system

The flextime system lets employees set their own daily starting/ending times and working hours within the specified scope. The system lets employees change their work hours to accommodate times for dropping off / picking up children or to avoid commuting during rush hours.

Overtime work per month

16.5 hours

Promoting the active role of women in the workplace

We offer generous systems related to childcare and caregiving.



Support for senior active engagement

While our mandatory retirement age is 62, we operate a continuous employment system for employees who wish to continue working beyond the mandatory retirement age. In this way, we have created an environment conducive to continued work.

© SEIKA CORPORATION

Business Overview

Energy generation-related facilities
including thermal, nuclear and renewable











Production equipment for functional materials, foods and beverages; automation/labor-saving equipment; plant equipment; coating equipment; forging machinery; and others

Submersible pumps, valves, marine engines, products related to semiconductors and special measurement, and others

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Business Overview

[Group companies: 31, Domestic and overseas locations: 151]

	Main Products	Parent/Consolidated Subsidiaries	Equity-Method Affiliates
Energy Business	Energy generation-related facilities including thermal, nuclear, and renewable energy Reference: p. 45	SEIKA CORPORATION	Meinan Kyodo Energy Co., Ltd. TVE Co. Ltd. Fenwal Controls of Japan, Ltd.
Industrial Machinery Business	Production equipment for functional materials, foods and beverages; automation/labor-saving equipment; plant equipment Reference: p. 49	SEIKA CORPORATION Seika Sangyo GmbH SEIKA MACHINERY, INC. SEIKA (SHANGHAI) CO., LTD. FORMOSA SEIKA CORPORATION SEIKA SANGYO (VIETNAM) COMPANY LIMITED Seika Sangyo (Thailand) Co., Ltd. ASAHI SUNAC CORPORATION (Became a subsidiary on Dec. 1, 2025)	
Product Business	Submersible pumps, industrial valves, marine engines, and products related to semiconductors and special measurement Reference: p. 51 	SEIKA CORPORATION Tsurumi (Europe) Group NIPPON DAIYA VALVE Group Seika Daiya Engine Co., Ltd. SHIKISHIMA KIKI Co., Ltd. Seika Digital Image Corporation Shipyard Tanaka Co., Ltd.	S-TEC CO., LTD. TEN FEET WRIGHT INC.

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Business Overview — Energy Business

Supporting essential infrastructure that underpins every aspect of society—from industry and daily life to culture

Thermal power generation	Nuclear power generation	Renewable energy
• Sales and maintenance services for power generation and related equipment in thermal power plants • Regular inspections and maintenance for private power generation plants • Providing solutions for conversions to low carbon	• Sales and maintenance services for power generation equipment in nuclear power plants • Sales and maintenance services for utilities, security, and other power plant peripheral equipment	• Renewable energy-related equipment such as small-scale hydropower, solar power and biomass power generation • Provision of clean energy equipment and solutions

Strengths

- **Business stability** as an agent for Mitsubishi Heavy Industries, which has strong product capabilities and market share in the power generation equipment market
- **Strong trust relationships and business foundations** developed with customers such as power companies and major chemical manufacturers
- **Stable profitability over the medium and long term** amid rising electricity demand

Main customers

- Power companies in Japan
- Private power generation users



Gas turbines



Circulating water pumps



Boilers



Power plant peripheral equipment (Disaster prevention equipment)



Power generation equipment inspections and after-sales service

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Business Overview — Energy Business

Products handled

Mitsubishi Heavy Industries' power generation equipment (main units):

Delivery, replacement, and maintenance of core power generation equipment, including nuclear power generation equipment and gas turbines for thermal power generation

Peripheral equipment (auxiliaries) from manufacturers **other than Mitsubishi Heavy Industries**:

Delivery, replacement, and maintenance of equipment for coal handling, water treatment, and gas treatment, etc.

External environment

Increase in domestic electricity demand due to the construction of new data centers and other factors

Expansion of demand for capital investment driven by the low-carbon and high efficiency transformation of thermal power generation

Policy of maximizing the use of nuclear power generation under the Seventh Strategic Energy Plan

Internal environment

Thermal power

Established a sales structure targeting electric power companies in western Japan and industrial companies nationwide. (position as Mitsubishi Heavy Industries' No. 1 agent)

Nuclear power

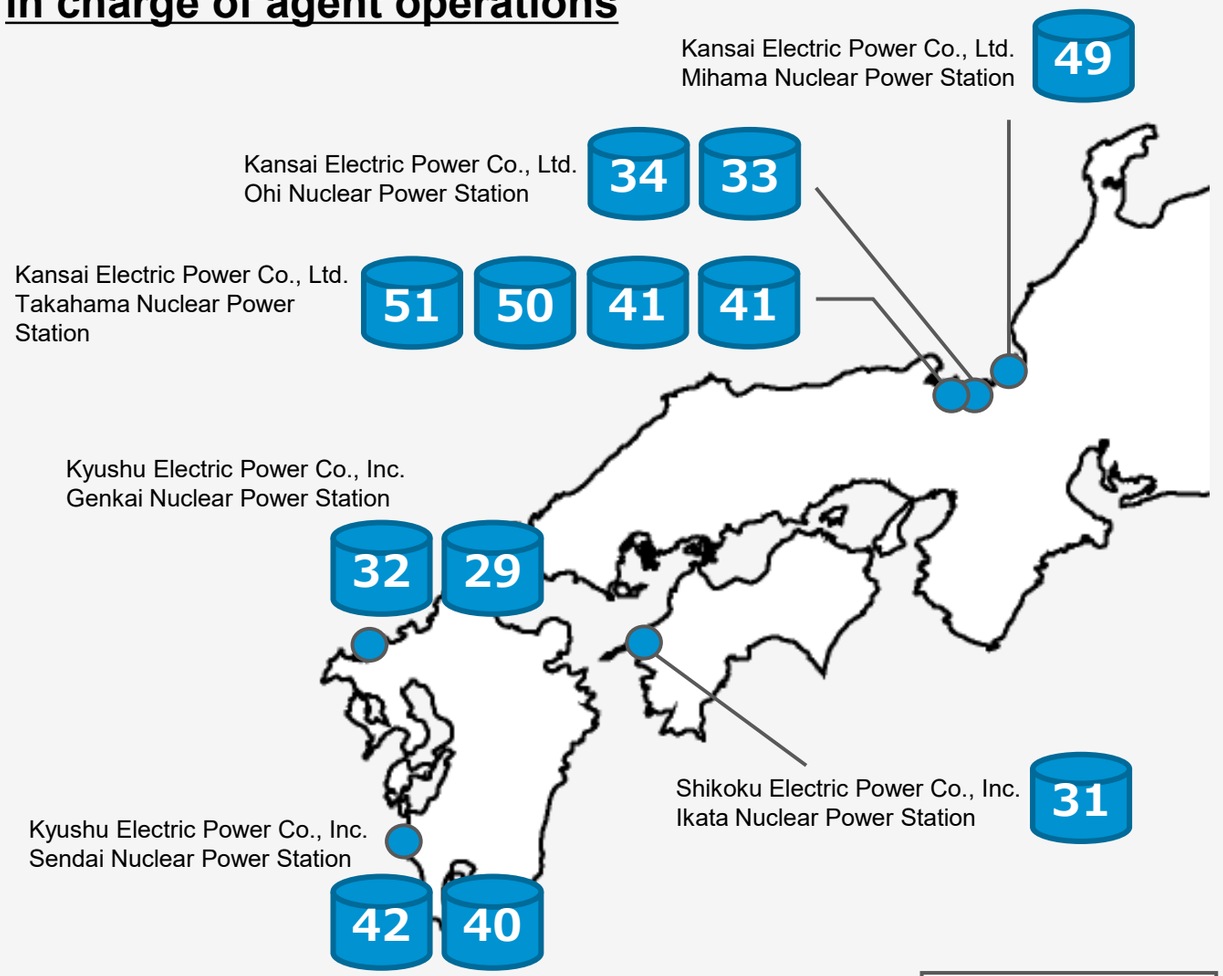
- Responsible for 12 operating nuclear power plant units supplied by Mitsubishi Heavy Industries.
- Established offices at each power plant.

Established high barriers to entry through a strong customer base and track record built over many years of business relationships

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Business Overview — Energy Business (Status and Outlook of Nuclear Power Related Business)

Plants currently in operation for which we are in charge of agent operations



Excerpts from Ministry of Economy, Trade and Industry Agency for Natural Resources and Energy documents (as of September 30, 2026)

April 1, 2023

Launched sales agency business for Mitsubishi Heavy Industries' nuclear power plant equipment in western Japan

Main businesses include periodic inspection and maintenance every 13 months under laws and regulations

March 2023-June 2024

Capital and business alliance and equity method affiliate established in nuclear power business

TVE Challenge for the NEXT

A leading manufacturer of high-pressure valves for the nuclear and thermal power fields

Fenwal FENWAL CONTROLS OF JAPAN, LTD.

Has advanced technologies in manufacturing fire-extinguisher equipment for use in nuclear power plants

February 18, 2025

Seventh Strategic Energy Plan identifies maximum use of nuclear power as a carbon-free energy source

June 2025

GX Decarbonization Power Source Act came into effect, extending the operating period of nuclear power plants from 40 years in principle to a maximum exceeding 60 years

Future

Anticipated demand for upgrading large-scale major power equipment and peripheral equipment at aged power plants and for discussions on dry storage facilities for spent fuel

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Business Overview — Energy Business



Suppliers

- Mitsubishi Heavy Industries
- Mitsubishi Heavy Industries Power IDS
- Mitsubishi Heavy Industries Power Environmental Solutions
- Mitsubishi Electric
- Hitachi Mitsubishi Hydro
- Mitsubishi Heavy Industries Machinery Systems
- NIKKISO
- TVE
- OTEC ELECTRONICS
- Fenwal Controls of Japan

Customers

- Kansai Electric Power
- Kyushu Electric Power
- Chugoku Electric Power
- Shikoku Electric Power
- J-POWER Generation Service
- ENEOS
- Kobe Steel
- JFE
- NIPPON STEEL
- Himeji Natural Gas Power Generation
- Kawasaki Natural Gas Power Generation

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Business Overview — Industrial Machinery Business



Providing high-value-added products that support affluent and comfortable lifestyles

Automation-related business	Recycling-related business	Solution business	Businesses related to ASAHI SUNAC
Automated warehouses, autonomous transport robots, automated spice injection equipment, production line automation equipment	Hydrothermal decomposition equipment, solvent recovery equipment, non-heating re-pelleting equipment, and other equipment related to material recycling and recycling plants	Proposing eco-friendly equipment to address issues in each country and industry, proposing production efficiency systems using system integrators	Development, manufacture, sale, and service of coating machinery, high pressure manufacturing machinery, and precision cleaning and coating equipment

Strengths

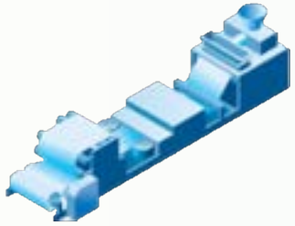
- Information capabilities that utilize **a network of over 100 business locations in Japan and overseas,** and the speed of business development
- **Proposal capabilities and on-site response capabilities** to solve customer issues comprehensively, from general to specialized equipment, based on **business transactions with about 1,000 manufacturers (in this segment)**



Automation equipment



Environmentally-friendly equipment



Industrial process equipment



Coating Machinery (ASAHI SUNAC)



Forging Machinery (ASAHI SUNAC)

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Business Overview — Industrial Machinery Business



Suppliers

For manufacturers of chemicals, materials, and beverages

- Mitsubishi Heavy Industries Group companies
- The Japan Steel Works
- Seo Koatsu Kogyo
- Kyowa FineTech
- Daisho Tekkosho
- ASAHI SUNAC
- Unozawa-gumi Iron Works
- MIURA
- KONAN ELECTRIC
- Toyo Electric
- Motomura Manufacture
- Yamato Scale
- ORGANO
- Mutual
- Nihon Netsugen Systems
- Denka Consultant & Engineering
- S-TEC
- MOVE ENGINEERING

Customers

- Mitsubishi Chemical
- Mitsui Chemicals
- Toray Industries
- KANEKA
- TOYOBO
- JNC
- Suntory
- Kirin Brewery
- SK SILTRON
- Toho Chemical Engineering & Construction
- Oji Paper
- Tokuyama

For plant engineering companies

- OKM
- VALVE TECHNOLOGY
- Fellow
- ESPO CHEMICALS
- Nippon Daiya Valve
- Ebara Fan & Blower
- S-TEC
- Seo Koatsu Kogyo
- HONDA KIKO
- Mitsubishi Heavy Industries Group companies
- Kawasaki Heavy Industries Group companies
- JFE Engineering
- JGC
- FUJI ELECTRIC
- TAKUMA
- The Hanshin Diesel Works
- Toshiba Plant Systems & Services

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Business Overview — Product Business

Providing unique, highly competitive products for niche markets

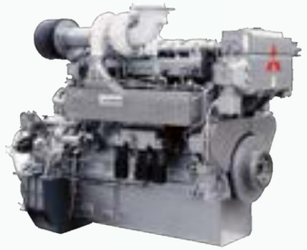


Tsurumi (Europe) Group | **NDV NIPPON DAIYA VALVE Group** | **SDE Seika Daiya Engine** / **SHIKISHIMA KIKI** | **Seika Corporation** / **Seika Digital Image**

Sales of submersible pumps for construction use	Manufacture and sale of industrial valves	Sales and service related to fishing and commercial marine engines in Japan	Sales and service of gas instruments, laser technology, various imaging instruments
• Holds a strong share of the construction pump market and operates a distributor network across Europe from its base in Germany • Employs flexible sales styles suited to practices in each country, such as product rentals	• Sales centered on Japan and Asian markets in a wide range of fields, including chemicals, pharmaceuticals, food products, semiconductors, steel, and power generation Product examples: manufacture and sale of diaphragm valves, ball valves, butterfly valves Sales and manufacturing facilities: Japan, China, Thailand • Main product of diaphragm valves holds the top market share in Japan.	• Facilities located near fishing ports across Japan • Holds a strong share of the fishing-vessel engine market, which is highly concentrated • Strengths in field service and maintenance	• Sells instruments to power and chemicals plants, universities, research institutes, and other niche markets • Sells a wide range of equipment to the semiconductor industry • Sells labor-saving equipment, including UT drones for plant equipment inspections









Measuring and analysis equipment



Inspection with drone

Strengths

- We have **many specialized and highly competitive “strong products”**
- By offering total services ranging from product sales to maintenance, we gain customer trust and **establish a continuous and stable earnings base**
- This segment’s products **can be the starting point for exploring new industries and customers**, and it functions as a segment mix element

Business Overview — Product Business



Suppliers

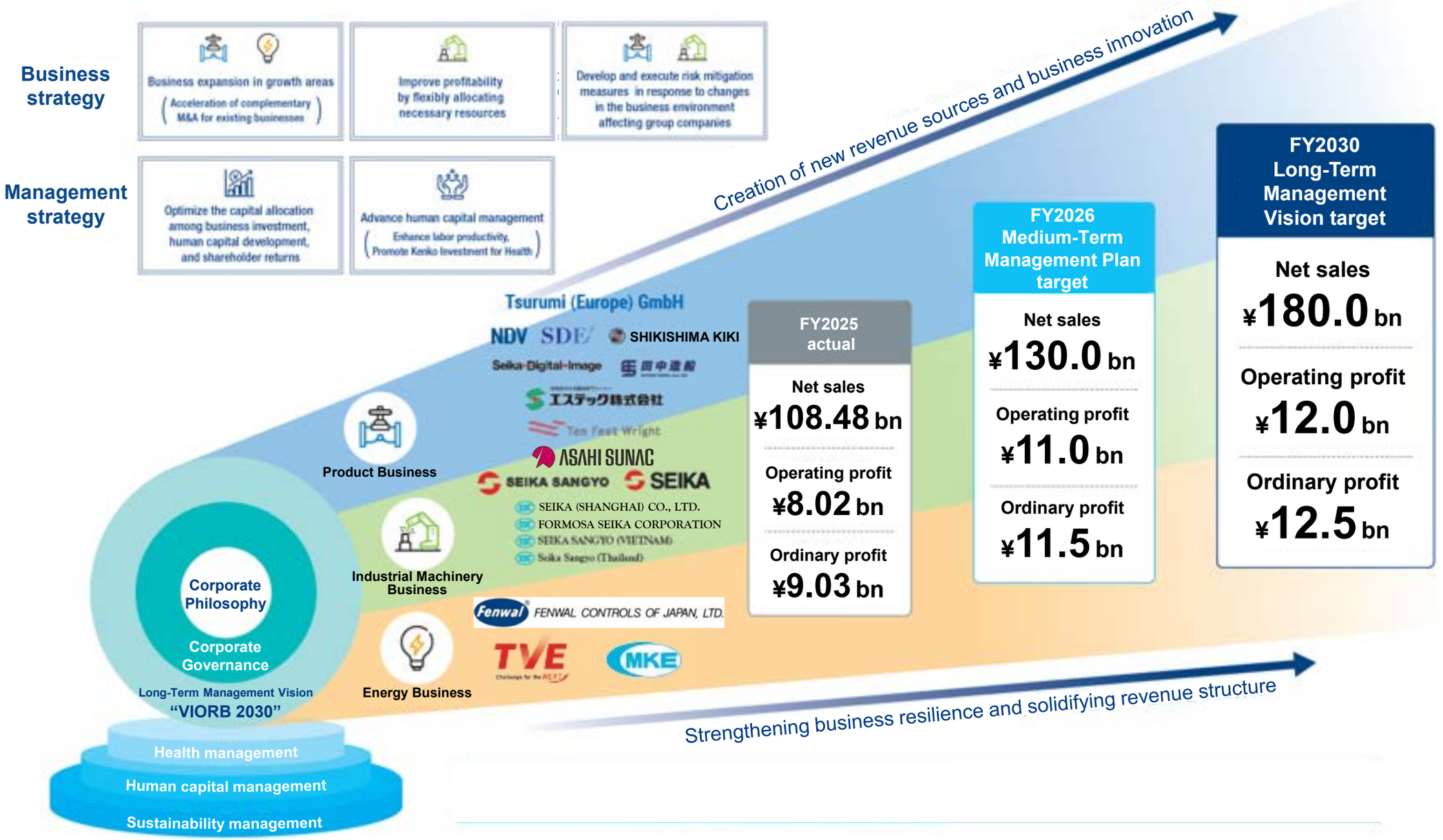
- TSURUMI MANUFACTURING
- AblePrint Technology (Taiwan)
- Package substrate manufacturers in China and Taiwan
- PROMECON process measurement control (Germany)
- NEO MONITORS (Norway)
- Mesa Laboratories (USA)
- Chugai Technos
- Asahi Chemical Research Laboratory
- NTT Innovative Devices
- Fenwal Controls of Japan
- Dan-Takuma
- SUMIKASEKISUI FILM

Customers

- HIGH COMPONENTS AOMORI
- Kioxia
- Rapidus
- KYOCERA
- COSEL
- AT&S
- Nippon Sanso
- Taikisha
- Power plants, steel mills, chemical plants, etc.
- Universities, research institutes
- Samsung Japan

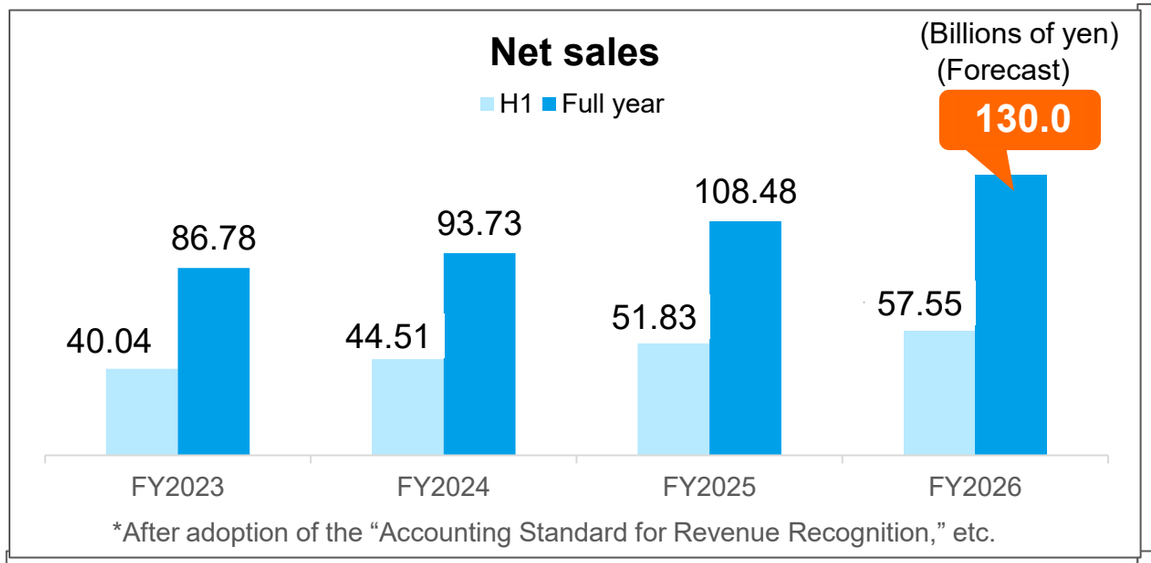
© SEIKA CORPORATION

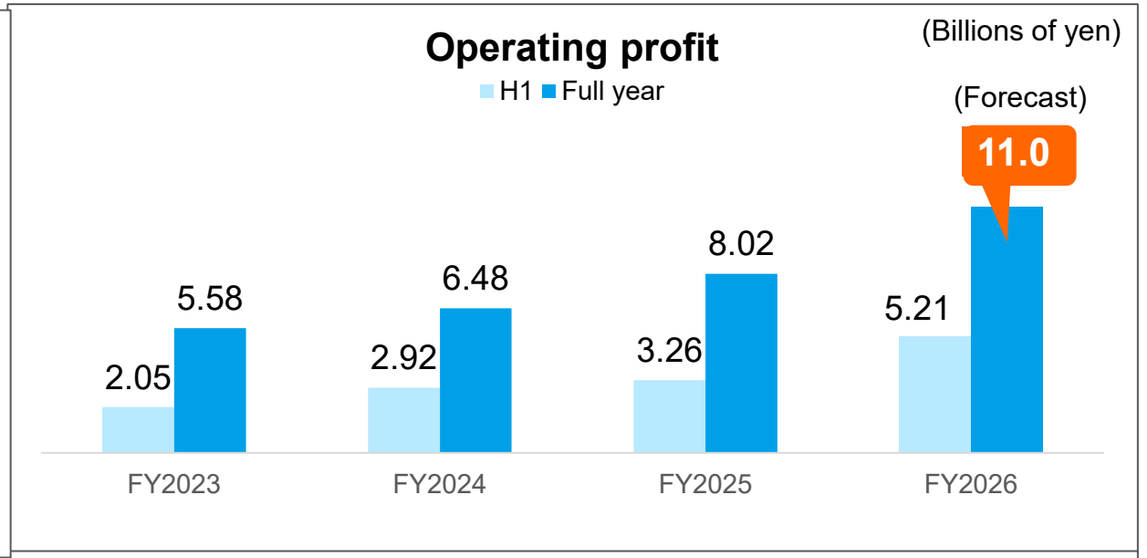
Performance Trends – Long-Term Management Vision and Medium-Term Management Plan

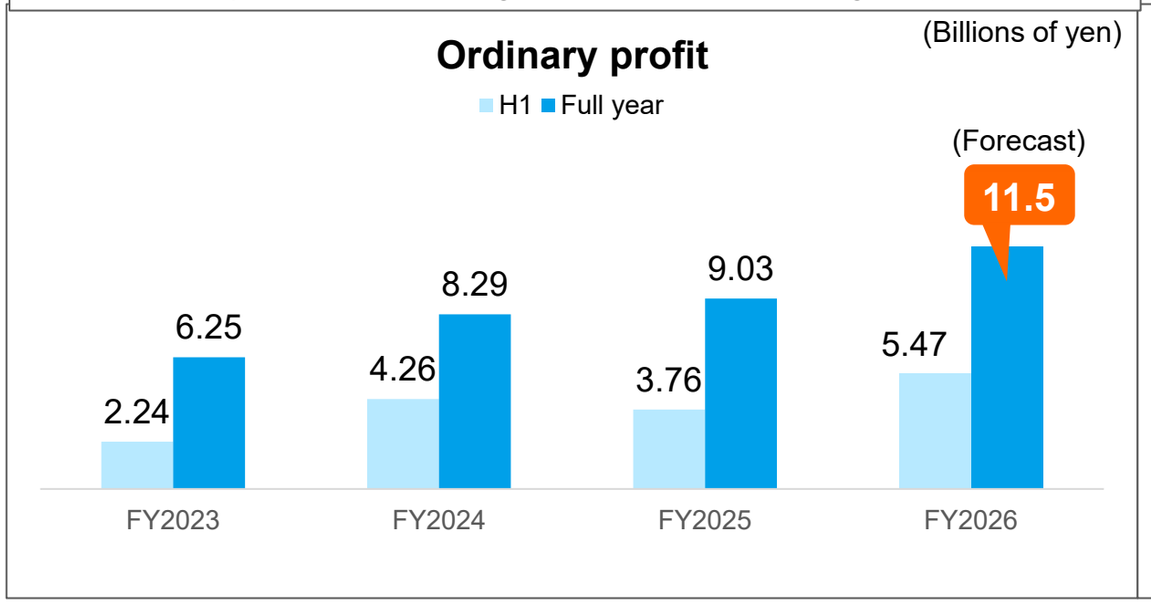


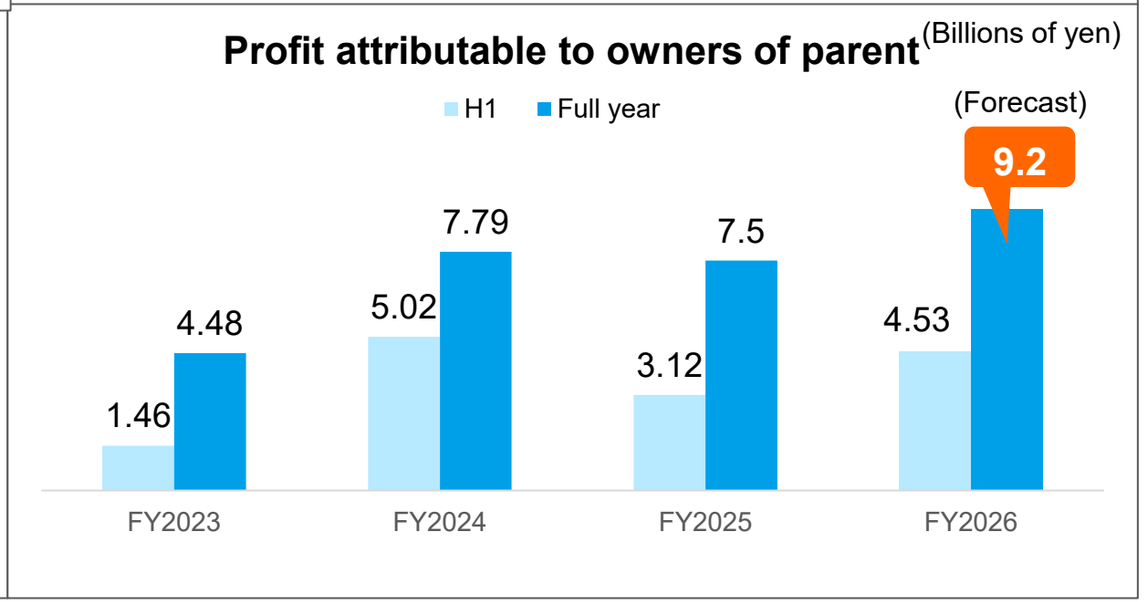
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Performance Trends –Consolidated Financial Results



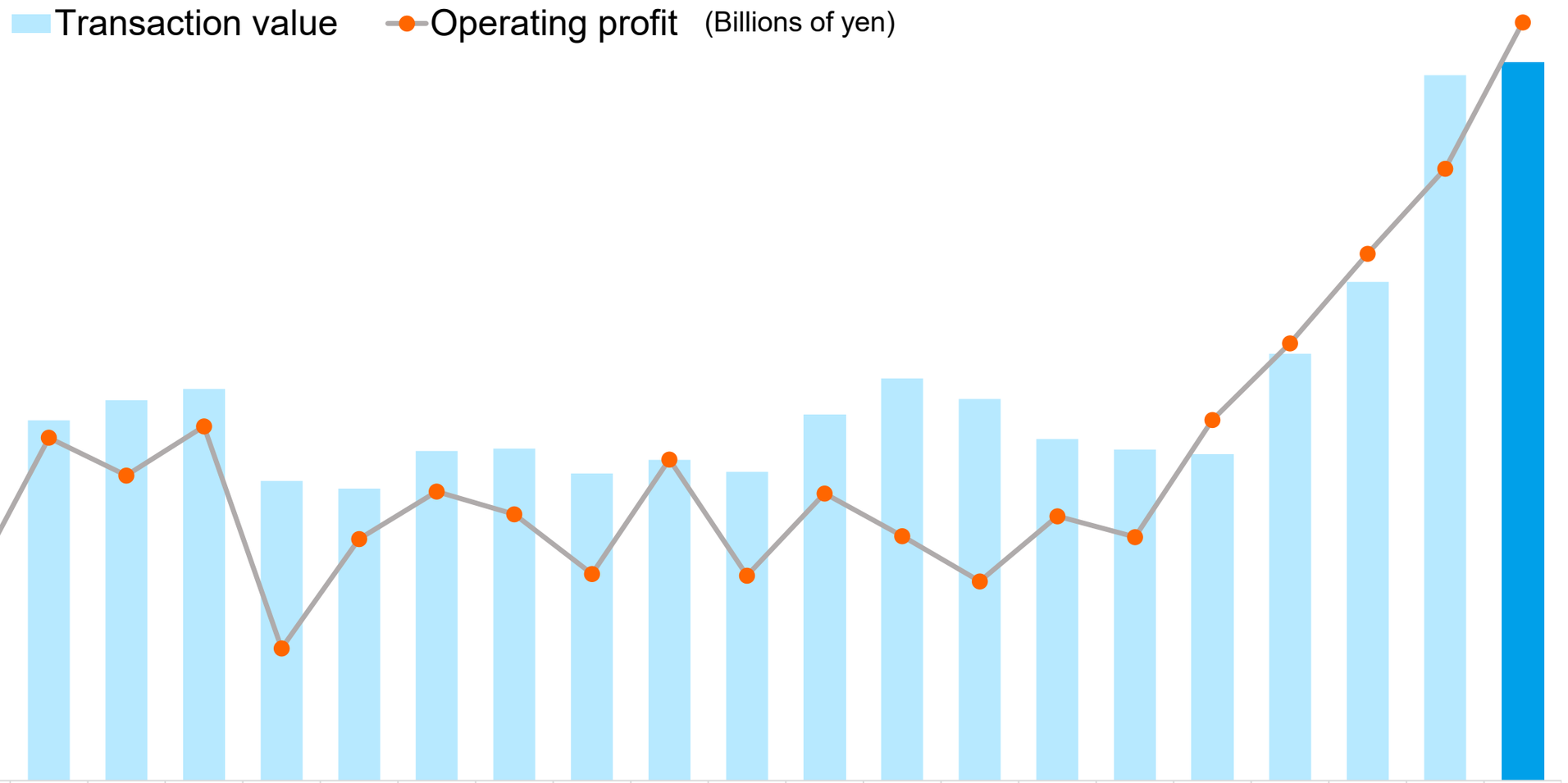






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Consolidated Performance Trends (Transaction Value and Operating Profit)

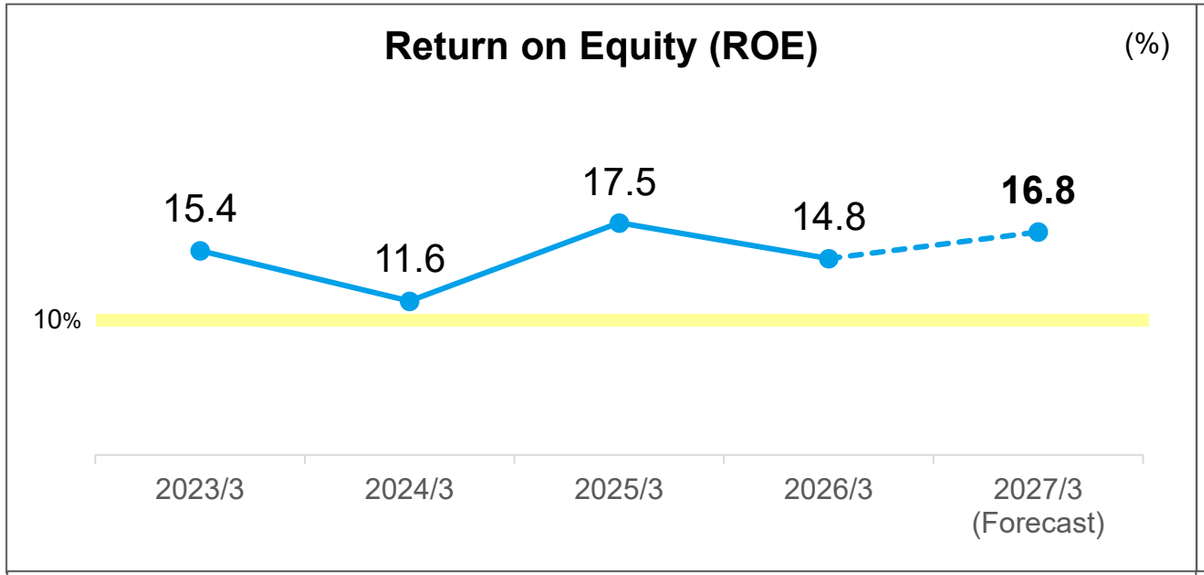


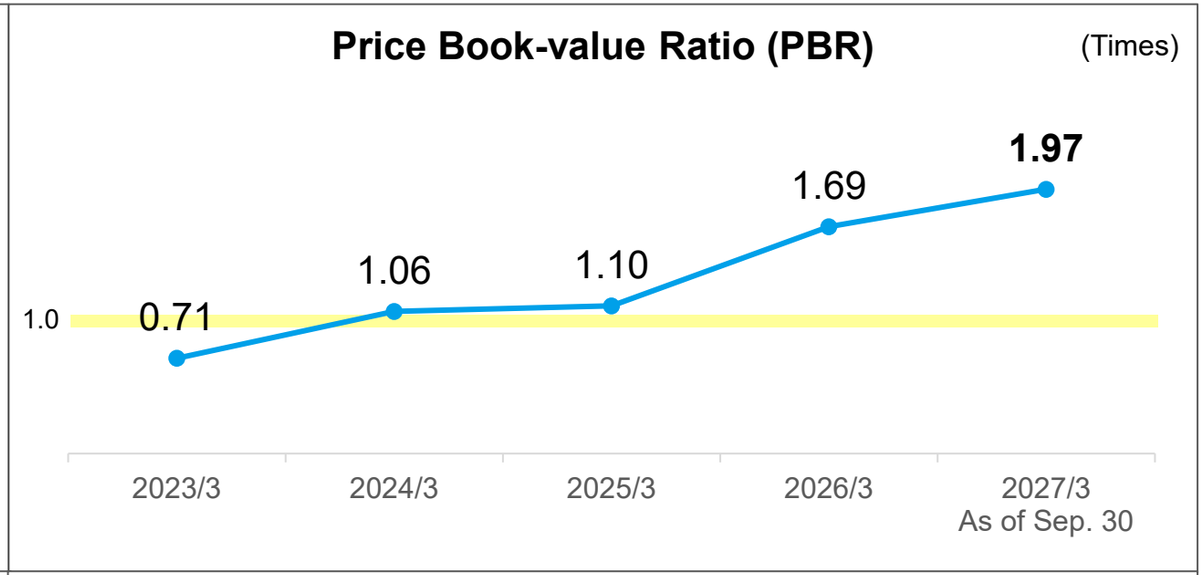
	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Transaction value	139.52	117.20	110.73	148.31	156.59	161.26	123.39	120.24	135.72	136.67	126.49	132.03	127.10	150.74	165.59	157.15	140.68	136.27	134.26	175.74	205.38	290.44	295.72
Operating profit	0.64	1.91	2.08	3.63	3.23	3.75	1.40	2.56	3.06	2.82	2.19	3.40	2.17	3.04	2.59	2.11	2.80	2.58	3.82	4.63	5.58	6.48	8.02

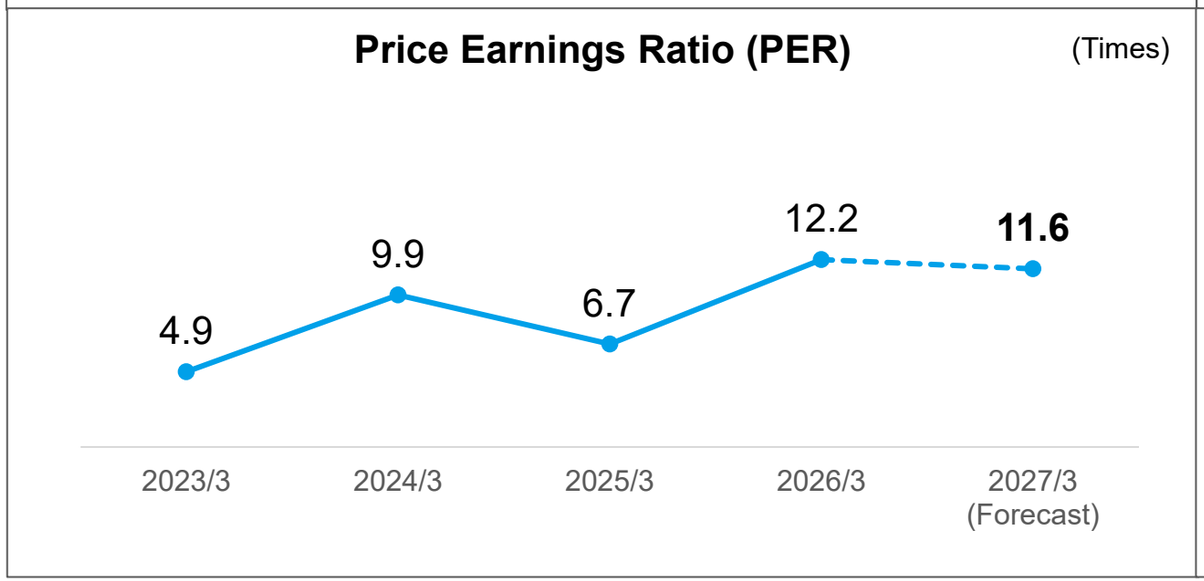
* The Accounting Standard for Revenue Recognition and other related standards are not applied to transaction value.

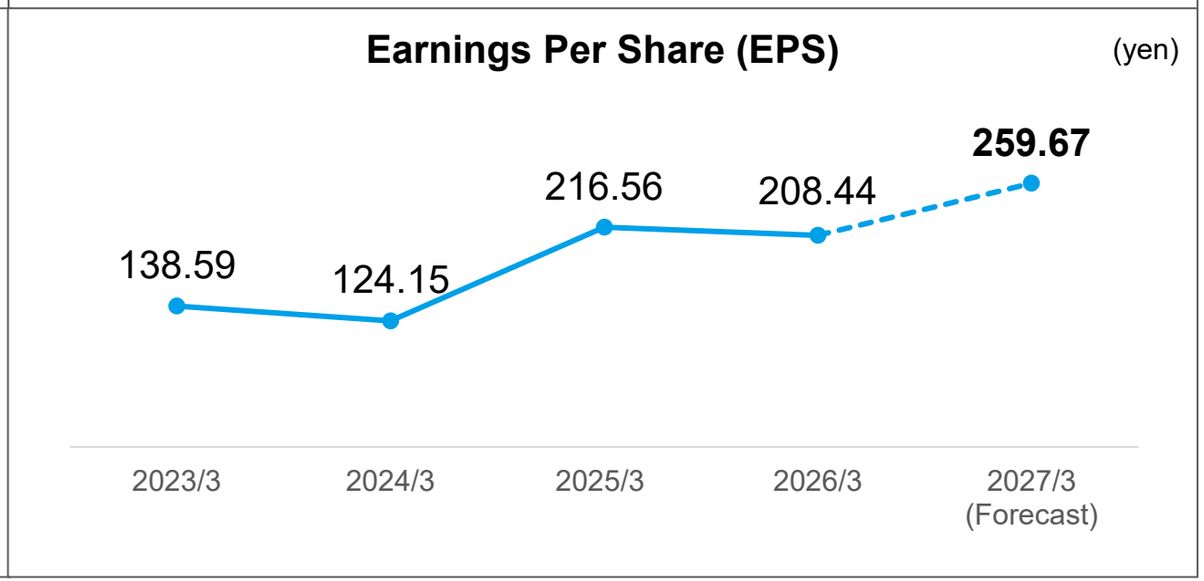
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Consolidated Performance Trends – Management Indicators









* EPS is presented after adjustment for the three-for-one share split effective October 1, 2025.

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Performance Trends – Synergies with Equity Method Affiliates

株式会社TVE

Location	Amagasaki, Hyogo Prefecture
Lines of business	Manufacture, sale, and maintenance of various valves; manufacture and sale of various cast-steel products
Capital	1,739 million yen
Established	March 16, 2000

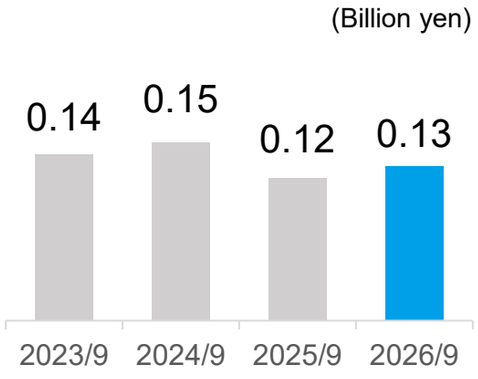
日本フェンオール株式会社
FENWAL CONTROLS OF JAPAN, LTD.

Location	Chiyoda Ward, Tokyo
Lines of business	Disaster prevention (SSP), controls (Thermal), medical (Medical), printed wiring board assemblies (PWBAs), firefighting pumps (group company)
Capital	996 million yen
Established	May 24, 1961

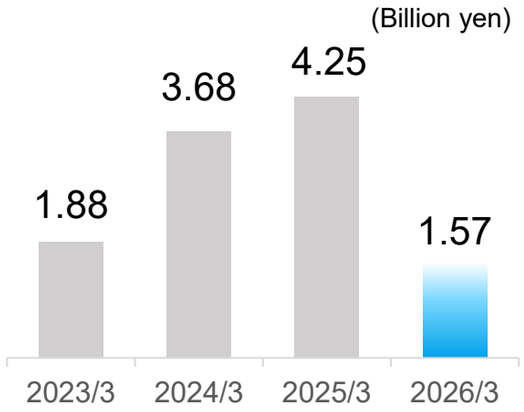
Became an equity-method affiliate in March 2023 (21.58%)

FY ends September 30

Share of profit of entities accounted for using the equity method



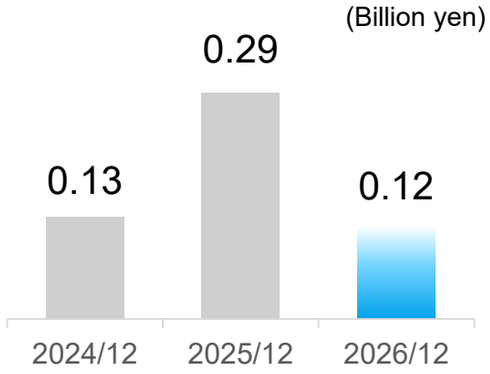
TVE-related net sales



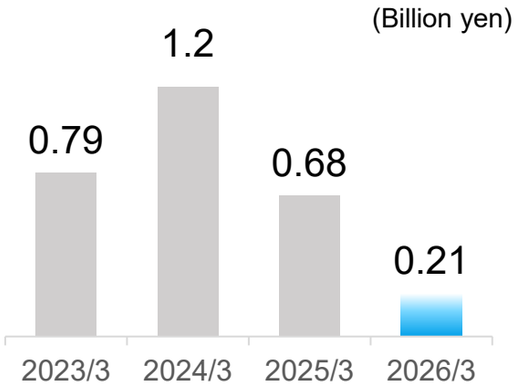
Became an equity-method affiliate in June 2024 (23.54%)

FY ends December 31

Share of profit of entities accounted for using the equity method

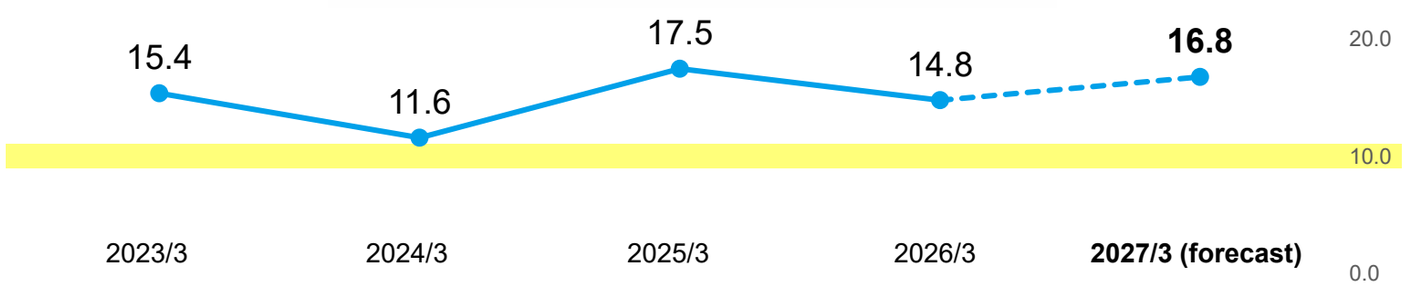
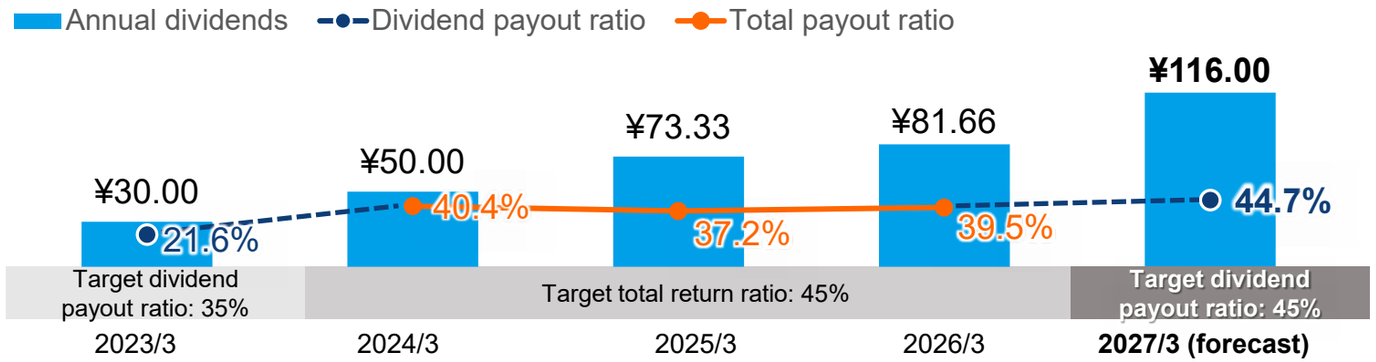
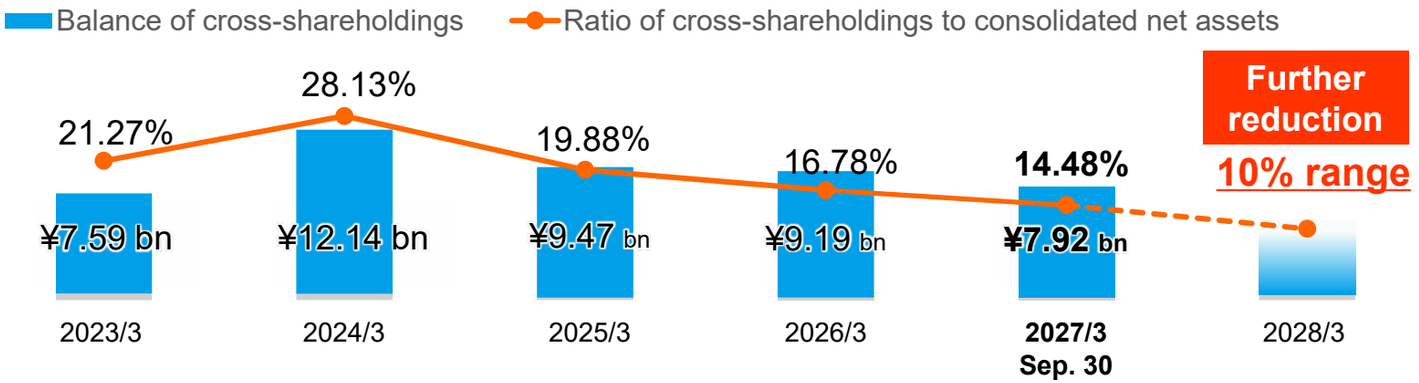


Net sales associated with Fenwal Controls of Japan



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Review of Actions to Achieve Management Conscious of Capital Cost and Share Price

Specific measures	Status as of September 30, 2026	Progress
Revise the ROE target upward from the initial 8.0% range to 10.0%		10% or higher has been maintained since 2023/3.
Enhance shareholder returns by revising the shareholder return policy from target dividend payout ratio of 35% to target total return ratio of 45%		The shareholder return policy was revised to target a dividend payout ratio of approximately 45% starting from H1 FY3/2027, with dividends planned in line with the revised policy.
Continue to reduce cross-shareholdings, aiming for less than 20% of consolidated net assets by the end of 2025/3, while considering a further reduction to the 10% range in the future		Cross-shareholdings of less than 20% of consolidated net assets was achieved and ongoing.

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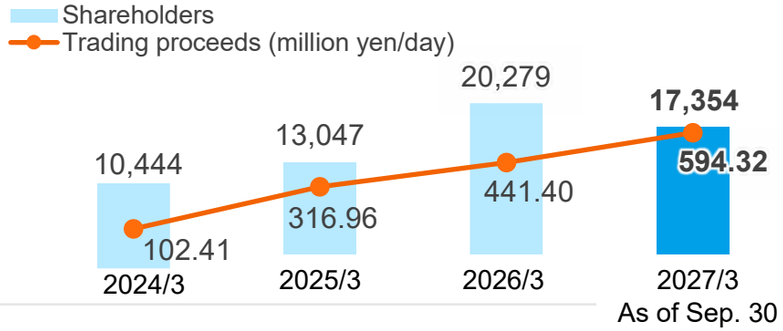
Review of Actions to Achieve Management Conscious of Capital Cost and Share Price

Specific measures	Status as of September 30, 2026	Progress
Introduce a shareholder benefits program to attract new shareholders and stimulate trading activity	• Introduced a shareholder benefits program • Implemented a three-for-one share split	Number of shareholders increased 2.6x and trading proceeds surged 13.4x compared to 2023/3, driven by effective IR on strong performance and shareholder benefits.
Execute growth investments on the order of ¥10 billion by leveraging our strong B/S while maintaining financial soundness	Executed investments with a focus on financial leverage by utilizing our healthy balance sheet for allocating ¥10 billion to organic growth and up to ¥30 billion to non-organic growth, based on revisions to Long-Term Management Vision and Medium-Term Management Plan targets	While maintaining a long-term JCR issuer rating of A-, made Fenwal Controls of Japan, Ltd. an equity-method affiliate and acquired ASAHI SUNAC CORPORATION as a subsidiary.
Introduce an executive compensation system that functions as a sound incentive for sustained growth	Introduced the BIP trust system which uses market capitalization, ROE, and achievement level of the Medium-Term Management Plan as evaluation criteria	The BIP trust system was introduced.
Enhance information disclosure, dialogue with investors, and IR to gain broader understanding of our initiatives	• Held six company briefings for individual investors annually • Enhanced IR meetings ・Published an integrated report • Published an analyst report (Shared Research Inc.) • Strengthened publicity in TV, radio, and magazines • Fully renewed our corporate website	Enhanced information disclosure and IR activities resulted in a total of 150 annual meetings with institutional investors in FY2025.

Shares held	Benefits
100-499	¥1,000 QUO Card
500-999	¥2,000 QUO Card
1,000-	¥3,000 QUO Card



* Card design subject to change

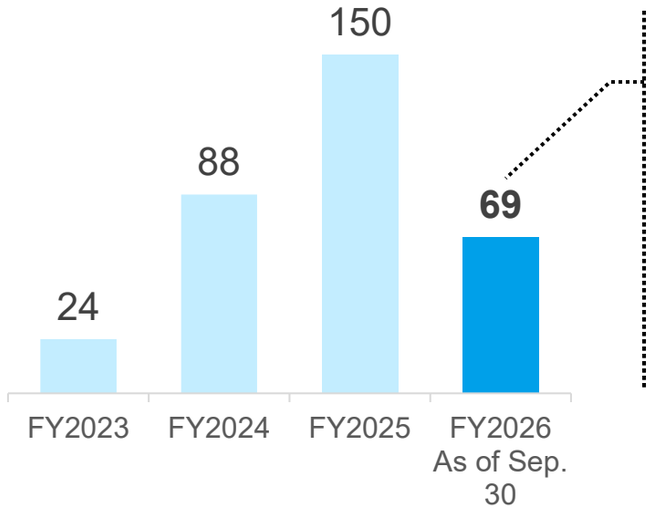


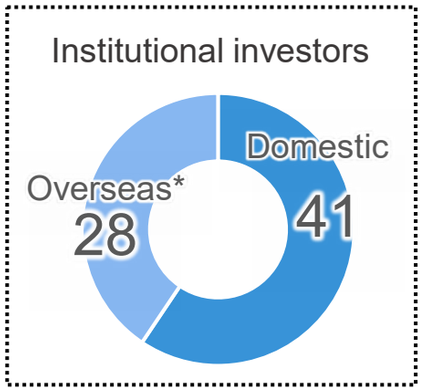
FY2022	FY2023	FY2024	FY2025
6	24	88	**150**

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Engagement with Institutional Investors

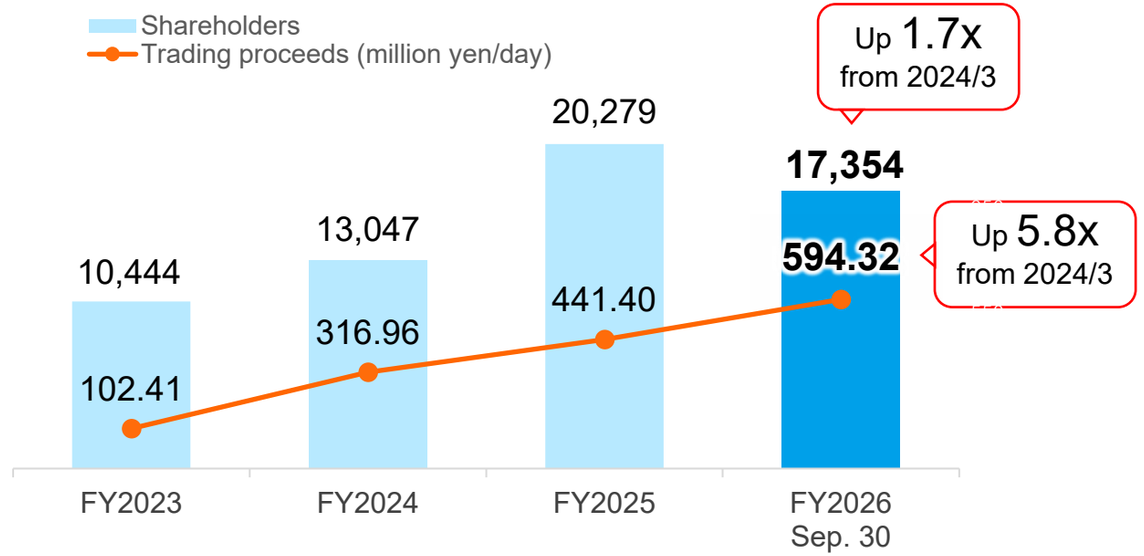
Number of IR meetings





*Reference: Definition of overseas investors in Article 26, Paragraph 1 of the Foreign Exchange and Foreign Trade Act

Trends in numbers of shareholders and trading proceeds



Status of briefings for investors (Fiscal Year Ending March 31, 2027)

Date	Location	Details	Speaker
May 25	Tokyo/online	FY2026/3 Financial Results Briefing	President and CEO and others
June 2	Tokyo	Small Meeting organized by SMBC Nikko Securities	President and CEO
June 20	Sapporo	Company Briefing for Individual Investors	President and CEO
September 12	Nagoya	Company Briefing for Individual Investors	President and CEO
October 3	Fukuoka	Company Briefing for Individual Investors	President and CEO
November 20	Tokyo/online	FY2027/3 H1 Financial Results Briefing	President and CEO and others
November 28 (scheduled)	Osaka	Company Briefing for Individual Investors	President and CEO
December 17-18 (scheduled)	Taiwan (Taipei)	IR Meeting with Institutional Investors	President and CEO

Status of feedback to management and Board of Directors

Information is shared in a timely manner with the Board of Directors, members of the management committee, and those responsible for corporate sections and reflected in management strategies.

Details	Frequency	Reporting method
Minutes of meetings with investors and analysts	As appropriate	Directly or by email
IR strategy status report	Quarterly	Board of Directors

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ESG Initiatives – Social Contribution Activities in Recent Years

[Activities to revitalize and support local communities]

- Donation to the red feather community chest (2020-2025)
- Disaster relief donation through the Japanese Red Cross Society
- Donation to Kainaniji Ikueikai (2023-2026)
- Donation of unused calendars and notebooks (2023-2025)
- Donation to educational activities sponsored by Kitakyushu City, Fukuoka Prefecture using the corporate furusato nozei program
- Donation to Ube City, Yamaguchi Prefecture, for community development
- Participation in the Otemachi-Marunouchi-Yurakucho Kirapika Operation (local cleanup) (2022-2026)
- Support for employee participation in volunteer activities



We received a letter of appreciation from Kitakyushu City.

We took part in the Otemachi-Marunouchi-Yurakucho Kirapika Operation (local cleanup).



[Humanitarian aid activities]

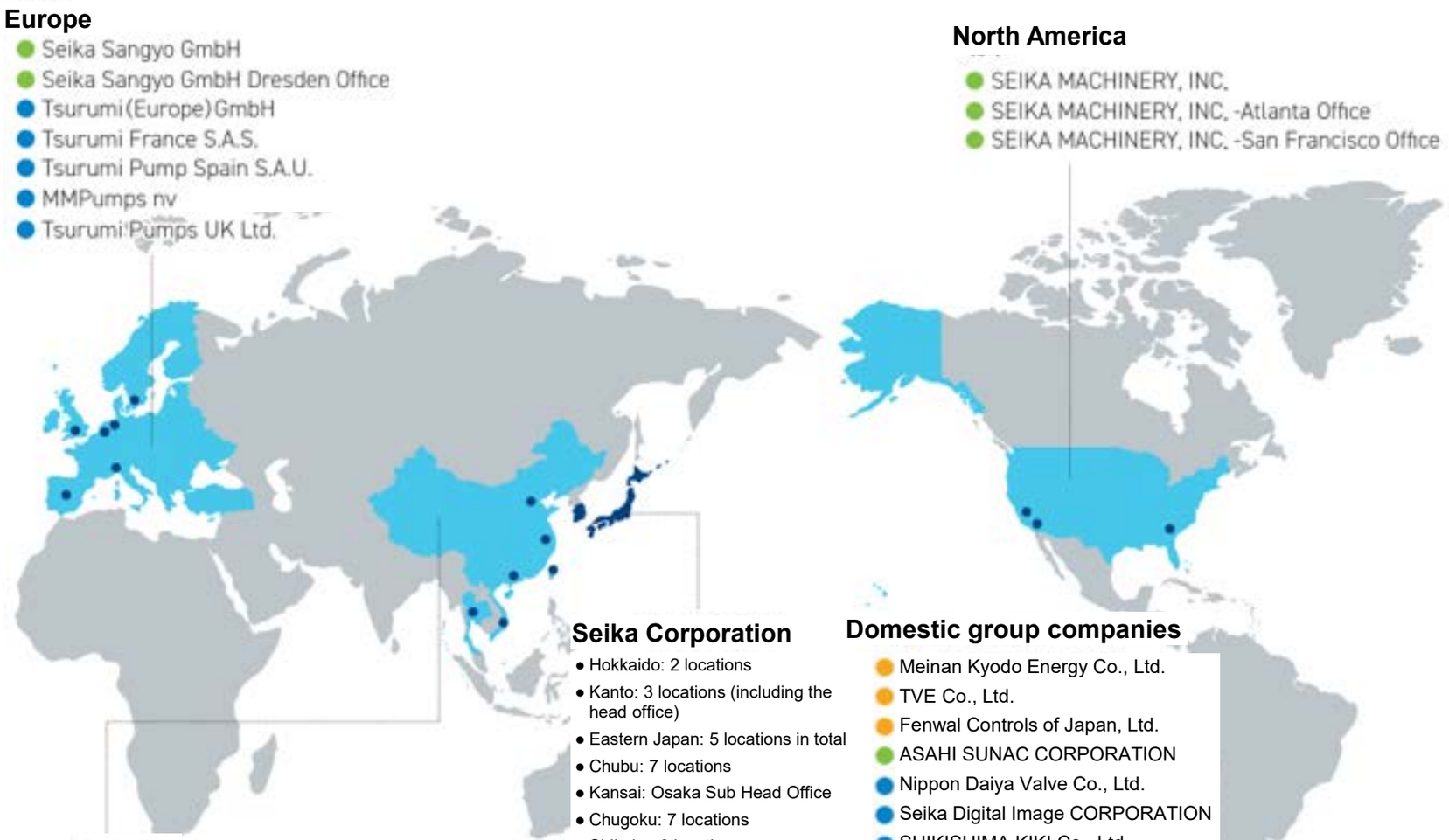
- Donation to A Dream A Day in Tokyo, activities supporting children with intractable diseases (2020-2025)
- Collection of PET-bottle caps (Japan Committee, Vaccines for the World's Children)



The cover of a shareholders' bulletin using art from the A Dream A Day in Tokyo program

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Seika Group's Domestic and Overseas Locations



Europe
- Seika Sangyo GmbH
- Seika Sangyo GmbH Dresden Office
- Tsurumi(Europe)GmbH
- Tsurumi France S.A.S.
- Tsurumi Pump Spain S.A.U.
- MMPumps nv
- Tsurumi Pumps UK Ltd.

North America
- SEIKA MACHINERY, INC.
- SEIKA MACHINERY, INC. -Atlanta Office
- SEIKA MACHINERY, INC. -San Francisco Office

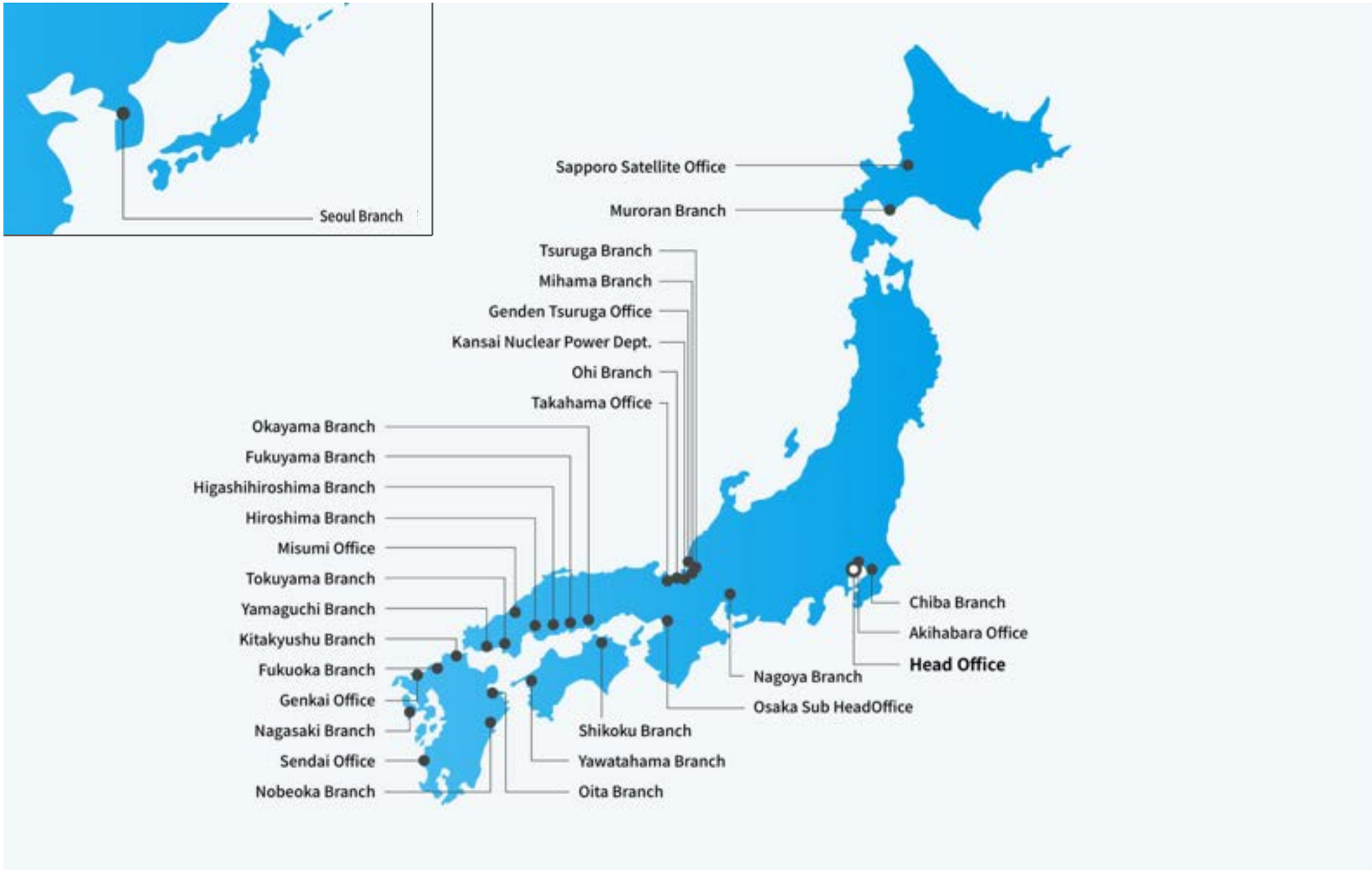
Asia
- SEIKA (SHANGHAI) CO., LTD.
- SEIKA (SHANGHAI) CO., LTD. -Shenzhen Branch
- SEIKA SANGYO (VIETNAM) COMPANY LIMITED
- FORMOSA SEIKA CORPORATION
- Seika Sangyo (Thailand) Co., Ltd.
- TIANJIN DAIYA VALVE CO., LTD.
- NDV (Thailand) Co., Ltd.

Seika Corporation
- Hokkaido: 2 locations
- Kanto: 3 locations (including the head office)
- Eastern Japan: 5 locations in total
- Chubu: 7 locations
- Kansai: Osaka Sub Head Office
- Chugoku: 7 locations
- Shikoku: 2 locations
- Kyushu: 7 locations
- Western Japan: 24 locations in total
- Seoul Branch

Domestic group companies
- Meinan Kyodo Energy Co., Ltd.
- TVE Co., Ltd.
- Fenwal Controls of Japan, Ltd.
- ASAHI SUNAC CORPORATION
- Nippon Daiya Valve Co., Ltd.
- Seika Digital Image CORPORATION
- SHIKISHIMA KIKI Co., Ltd.
- Seika Daiya Engine Co., Ltd.
- Shipyard Tanaka Co., Ltd.
- S-TEC CO., LTD.
- TEN FEET WRIGHT INC.

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Seika Corporation’s Domestic and Overseas Locations (Non-consolidated)



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IR Contact

SEIKA CORPORATION
Corporate Planning Dept.

TEL: +81-3-5221-7117

E-mail: ssc-ir@jp.seika.com

Cautionary Statement Regarding Forward-Looking Statements:

All forward-looking statements contained herein are based on information available to SEIKA CORPORATION as of the date hereof and actual results may differ materially from those in the forward-looking statements due to unforeseeable factors or uncertainties.

Figures in billions of yen or millions of yen presented herein are rounded down to the nearest billion yen or to the nearest million yen respectively and numbers may not add up due to rounding.

For more information, please visit:

IR Information

https://www.seika.com/en/ir/

Integrated Report 2026

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