

# PILLAR by the Numbers

## Financial Data

### Sales

**¥58.6**  
billion  
(FY2023)

Sales exceeded 50 billion yen for the first time, breaking our previous record for the third year in a row.

### Operating income / Operating income margin

**¥14.2**  
billion

**24.2**  
%  
(FY2023)

We achieved record operating income for the third year in a row and are maintaining our operating income margin at a high level.

### Sales growth rate

**13.6**  
%  
(Average annual growth rate: FY2018 to FY2023)

We are expanding our business scale against the backdrop of M&A and a thriving semiconductor market.

### Segment sales

Electronic equipment business	Industrial equipment business
Approx. <b>69.1%</b>	Approx. <b>30.9%</b>

Sub-segments: Circulation, New product development, Mechanical seals, Gland packings, Gaskets

We improved our segment balance by acquiring TANKEN SEAL SEIKO CO., LTD. as a member of the Group.

### Overseas sales ratio

**Approx. 29.1**  
%  
(FY2023)

We are promoting globalization by proactively expanding overseas, for example, opening an office in Beijing, China.

### PILLAR fittings: Global market share

**No.1**  
in the world  
(For semiconductor cleaning equipment)

Our fittings for semiconductor cleaning equipment account for a market share of 90% or more, making them the de facto industry standard.

### ROE

**16.7**  
%  
(As of the end of March 2024)

Although the target for ROE in our medium-term management plan is 10% or higher, our current target is now 13 to 15%.

### Equity ratio

**70.8**  
%  
(As of the end of March 2024)

We are promoting management with an awareness of capital costs and working to achieve stable management.

### Dividend per share/Payout ratio

**¥159**

**34.4**  
%  
(FY2023)

The goals of our dividend policy are stable and sustainable dividends with a payout ratio of 30% or higher.

## Non-Financial Data

### Number of overseas bases

**11**  
countries and regions

**16**  
bases  
(Overseas Group companies)

We undertook reorganization with TANKEN SEAL SEIKO CO., LTD. at two overseas bases. There was an increase in employee numbers, mainly due to the acquisition of TANKEN SEAL SEIKO as a member of the Group.

### Number of employees

**Consolidated 1,132** employees

**Overseas (nonconsolidated) 156** employees  
(Full-time employees only, as of the end of March 2024)

### Male-to-female ratio (consolidated)

**76:24**  
%  
(As of the end of March 2024)

We aim to increase the ratio of women hired to 30% or higher in order to promote their active participation.

### CO2 emissions (Scope 1 + Scope 2)

**14,861**  
t-CO<sub>2</sub>  
(FY2023/consolidated)

CO<sub>2</sub> emissions increased due to a significant rise in emissions factors by electric utility and the acquisition of TANKEN SEAL SEIKO as a member of the Group.

### CO2 emissions (Scope 3)

**149,077**  
t-CO<sub>2</sub>  
(FY2023/domestic consolidated)

TANKEN SEAL SEIKO has been added to the scope of calculation as a member of the Group.

### Recycling rate

**71.7**  
%  
(FY2023)

The Decarbonization and Global Environment Committee is reviewing and promoting planned measures and their progress.

### Investment in human resources development per employee

**¥71,000**  
per person  
(FY2023/nonconsolidated)

We are enhancing leadership and management training, with a target of 95,000 yen per person.

### Male (Female) employees taking childcare leave

**42.9(100)**  
%  
(FY2023/nonconsolidated)

By conducting e-learning and proactively talking with employees, our target is a 75% or higher uptake of childcare leave.

### Percentage of female managers

**3.3**  
%  
(FY2023)

With a target of 5% or higher, we are actively promoting hires through leadership training for women and DE&I training.

\*All target figures are for FY2025