

## New Value Emerges from Accord with Company Ideals

Four employees who represent the next generation in the company gather from different departments—Purchasing, Sales, Engineering, and Corporate Planning—to discuss PILLAR's history, future, and their approaches to work.



Tetsuya Yokota

Ryoko Nishii

Jun Hina

Mao Inatome

### The Pride of Working for a Centennial Company

**Nishii** In an age when only six percent of new companies survive into their tenth year, I am honored to be associated with a company that has celebrated over 100 years in business. As a sales representative, when talking with customers, I sometimes receive inquiries about our products used in machines manufactured in the 1950s and 1960s. Our company keeps a careful record of customers' mechanical problems, modifications, and other tricky issues, and the technical solutions employed. This cumulative record is part of how PILLAR has provided value to customers over time, and it gives me a sense of the breadth of our history.

**Hina** As an engineer, I often refer to design drawings and documentation to understand the equipment, and they teach me so much. Since I was born in 1992, these documents are my "elders" and the cumulative wisdom that my predecessors put into them helps me a lot.

When I was job hunting, I wanted to work for a company that had a long history and was well-established in the area. A solid record is an invaluable asset that is very important to engineers. Some people might think that this knowledge succession makes the company old-fashioned, but I feel that

our engineers hold the past in high esteem and don't hesitate to incorporate new ideas. Plus, they are dedicated to their jobs.

**Yokota** I have worked for two other companies and I am happy to be here at PILLAR, which has built up a strong foundation of trust and achievements over its long history that translate into corporate value. Foreign manufacturers, in particular, seem to have a favorable impression of "centennial companies." One important role of procurement is to develop new suppliers, and I feel that the Company's history helps by giving potential partners confidence in us.

**Inatome** I'm also a mid-career hire. On a job search, I usually check what a company's motto or policy is since its core principles guide those working at the company. I remember liking PILLAR's motto and purpose. Then, on the Company's 100th anniversary, the PILLAR CORE VALUES were formulated. These five values I believe have clarified what PILLAR stands for and have made the Company more responsive to the demands of society and the times.

Of the PILLAR CORE VALUES, the one that has the most direct significance in my work is Integrity. When creating sustainability disclosure documents for sharing externally, for example, I always ask myself if everything aligns with the



"I am committed to meeting my responsibilities to fulfill the Company's purpose."

(Joined in 2020)

**Tetsuya Yokota**  
Leader, Purchasing Dept.  
Production Headquarters



"I believe that PILLAR can help resolve societal issues."

(Joined in 2007 as a new graduate)

**Ryoko Nishii**  
Chief, 2nd Sales Dept.  
Sales Headquarters



"We will develop new technologies at PILLAR with unity and perseverance."

(Joined in 2017 as a new graduate)

**Jun Hina**  
Deputy Sales Manager  
Renewable Energy Group  
SANDA Engineering Dept. 2  
Engineering Headquarters



"We will take on the great responsibility of supporting the future of society."

(Joined in 2020)

**Mao Inatome**  
Chief, Sustainability Group  
Corporate Planning Department

principles of the Company. Based on the message we got from the president at this year's centennial celebration, which is that the Company aims to grow further, I plan to contribute to that goal while maintaining high ethical standards.

### Transcending Divisions to Support Society as One Team

**Nishii** I feel that the newly formulated PILLAR CORE VALUES will resonate well with and energize everyone in the Company, enabling us to contribute to society through our work. I also quite like the Company motto, especially Cooperation and Harmony and Steady Research, which embody traditional Japanese virtues.

Transcending divisions is what we need to do on a practical level at times to find solutions to new customer needs when we are developing new markets or new products. That's truly how the motto comes to life in our daily work routine.

**Yokota** "Creating a future that supports society," PILLAR's stated purpose, as I understand it, is not limited to providing products and services that meet the needs of the times and the market, but also includes working with stakeholders to help bring about a sustainable society.

To bring that statement to life through the work we do in my department, I try to be aware of the environmental and social factors involved in procurement. So, I work with partner companies to ensure that our procurement is socially and environmentally responsible, helping to phase out the use of substances of concern.

**Hina** I am also proud to play a part in working toward a carbon-neutral world. I believe that our products offer great value in sustainability efforts, and we aim to develop new technologies with that purpose in mind. But it will require a sense of unity and a willingness to persevere on our part—not only among engineers. If the entire PILLAR workforce comes together as one team to tackle the challenges, I think we can achieve tremendous results. So, among the PILLAR CORE VALUES, I most strongly identify with "Team."

### PILLAR's Role in a Sustainable Society of the Future

**Yokota** As we work toward carbon neutrality by 2050, society will surely go through some major changes. But what won't change is our unwavering commitment to anticipating risks and responding to society's needs across the entire supply

chain. With lots of precedent and expertise at our disposal, I think we need to build an organization that is open to examining solutions that might stray from established practices and respond flexibly according to need.

**Nishii** The Company has changed quite a bit over the last few years, but more change is still needed, also including diversity. When I first joined the Company, it was difficult for women who got married or had a baby to continue working in the same capacity. Despite this, women my age chose not to quit but have continued to work and are aspiring to reach positions of greater responsibility. I believe that that possibility is the result of the Company's efforts to change.

A company has no future if it stops changing. It must continue to evolve, whether in HR, sales, or the development of technologies. Bringing about a sustainable future in a carbon-neutral world will depend on the Company seeking out new markets for its diverse product lines, taking full advantage of its 100 years of cumulative knowledge and technical expertise. It won't be easy, but coming together as One Team, I believe we can make significant inroads into resolving societal issues.

**Hina** As the world changes, the value that a company needs to provide to society will also evolve. While we may look like an old-fashioned company, I feel that the Company is embracing new values and undergoing a transformation, exemplified by the recruiting of diverse mid-career talent and the acquisition of TANKEN SEAL SEIKO CO., LTD. (featured on page 33).

I pledge to continue doing my part and taking on challenges in the area of new materials and new technology development so that the Company may generate value at the frontier of the industry with its clean, safe products.

**Inatome** Although PILLAR products are generally not known to consumers, they have nonetheless become indispensable behind the scenes throughout society. And no matter how the times change, the genuine value we provide to markets will remain as steady as ever.

We plan to continue supporting society through our advanced fluid control and material technologies, and I believe we can drive improvement, development, and innovation with the necessary speed. Knowing that our work will support the future of a society in which our children and grandchildren will live gives me a strong sense of purpose and the commitment to take on that great responsibility.