Financial and Non-Financial Summaries

▶ Financial Summaries

(Millions of yen)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Consolidated statement of income:											
Sales (consolidated)	21,675	22,960	27,225	29,461	30,963	29,213	30,200	40,670	48,702	58,605	**57,988**
Japan	17,647	19,156	22,416	23,124	23,904	21,427	21,975	28,254	33,537	41,538	**40,762**
Asia	2,862	2,565	3,172	4,528	4,345	5,316	5,721	7,410	8,225	10,197	**10,869**
Others	1,165	1,238	1,637	1,809	2,713	2,470	2,504	5,005	6,939	6,869	**6,356**
Overseas sales ratio (%)	18.6	16.6	17.7	21.5	22.8	26.7	27.2	30.5	31.1	29.1	**29.7**
Sales (nonconsolidated)	20,359	21,665	25,803	28,091	28,987	26,592	28,368	38,207	45,162	49,046	**47,341**
Operating income	3,226	3,469	5,166	5,161	5,126	3,683	4,847	11,392	13,842	14,206	**11,335**
Operating income margin (%)	14.9	15.1	19.0	17.5	16.6	12.6	16.1	28.0	28.4	24.2	**19.5**
Ordinary income	3,447	3,493	5,255	5,156	5,227	3,725	5,094	11,821	14,136	15,098	**11,474**
Profit before income taxes	3,124	3,595	4,609	5,014	5,456	3,653	4,837	11,822	14,587	15,024	**11,977**
Profit attributable to owners of parent	1,986	2,397	3,204	3,422	3,719	2,635	3,445	8,285	10,428	10,780	**8,299**
Cash flow from operating activities	2,957	3,074	3,220	3,752	5,035	4,064	5,676	11,950	6,058	5,640	**14,184**
Cash flow from investing activities	(1,378)	(3,230)	(2,363)	(3,244)	(3,902)	(2,950)	(3,705)	(1,551)	(573)	(16,197)	**(6,807)**
Cash flow from financing activities	(839)	(1,145)	813	(1,455)	(1,493)	(1,862)	(2,238)	(1,711)	(2,790)	5,323	**(3,959)**
Cash and cash equivalents	12,561	11,132	12,729	11,813	11,582	10,798	10,517	19,809	22,284	17,878	**21,883**
Capital expenditure	1,703	1,475	4,189	3,008	5,110	3,531	972	992	1,751	15,115	**3,671**
Depreciation	954	940	1,022	1,397	1,718	1,822	2,056	1,991	1,954	2,652	**3,338**
Consolidated statement of financial position:											
Total assets	41,466	42,164	49,347	51,539	52,972	53,190	54,949	64,991	72,492	98,835	**98,055**
Property, plant and equipment	11,510	13,901	15,493	18,107	20,266	21,971	20,669	20,272	21,124	34,384	**34,147**
Interest-bearing debt*1	855	539	2,147	1,609	1,082	693	254	350	1,350	12,125	**11,825**
Net assets	33,099	33,905	36,740	39,834	42,169	43,010	45,776	52,658	59,368	69,949	**73,858**
Per-share indicators:											
Profit (yen)	80	97	131	140	152	109	145	350	442	462	**355**
Net assets (yen)	1,338	1,387	1,503	1,629	1,725	1,781	1,937	2,227	2,548	3,001	**3,165**
Dividend (yen)	20.00	28.00	34.00	36.00	45.00	40.00	50.00	106.00	133.00	159.00	**125.00**
Management indicators:											
Equity ratio (%)	79.8	80.4	74.5	77.3	79.6	80.9	83.3	81.0	81.9	70.8	**75.3**
ROA (%)	4.9	5.7	7.0	6.8	7.1	5.0	6.4	13.8	15.2	12.6	**8.4**
ROE (%)	6.2	7.2	9.1	8.9	9.1	6.2	7.8	16.8	18.6	16.7	**11.5**
Payout ratio (%)	24.9	28.8	25.9	25.7	29.6	36.8	34.6	30.3	30.0	34.4	**35.1**

*1 Excluding lease obligations

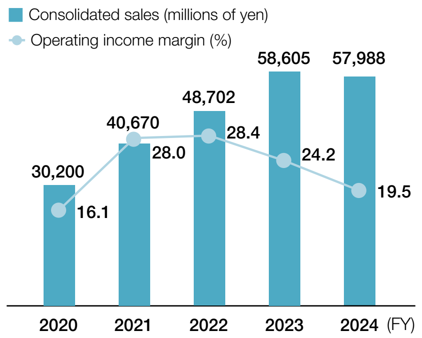
Non-Financial Summaries

	2018	2019	2020	2021	2022	2023	2024
CO_2 emissions (Scopes 1+2) (t-CO_2)*1	12,644	10,777	10,785	12,897	10,899	14,861	**8,651**
CO_2 emissions (Scope 1) (t-CO_2)*1	917	932	818	807	910	815	**825**
CO_2 emissions (Scope 2) (t-CO_2)*1	11,726	9,845	9,967	12,090	9,989	14,046	**7,826**
CO_2 emissions per unit of sales (t-CO_2/100 million yen)*1	40.9	36.9	35.7	31.8	22.4	25.4	**14.9**
(Reference) CO_2 emissions of nonconsolidated subsidiaries (Scope 1+2) (t-CO_2)	10	8	21	34	139	136	**141**
CO_2 emissions (Scope 3) (t-CO_2)*3	–	–	–	68,424	84,586	149,077	**106,501**
Total energy consumption (kl)*1, 2	7,322	7,487	7,652	8,197	8,478	9,719	**10,716**
Of which, electricity (kl)*1, 2	6,969	7,138	7,340	7,877	8,103	9,400	**10,387**
Of which, gas (kl)*1, 2	138	137	146	137	140	81	**85**
Of which, fuel (kl)*1, 2	215	212	166	183	235	238	**243**
Energy emissions per unit of sales (kl/100 million yen)*1, 2	23.7	25.6	25.3	20.2	17.4	16.6	**18.5**
Solar power generation (kWh)	851,256	795,782	847,206	782,897	842,271	835,986	**807,648**
Water intake (thousand m^3)*4	132	144	140	117	122	118	**114**
Waste generated (t)	778.4	709.7	687.3	884.0	904.3	847.6	**1,217.4**
Volume sold (t)	403.7	336.9	334.5	435.1	439.7	399.3	**407.7**
Volume recycled (t)	195.4	198.2	172.6	206.5	215.6	208.3	**520.7**
Volume disposed (t)	179.4	174.5	180.2	242.3	249.1	239.9	**288.9**
Recycling rate (%)	77.0	75.4	73.8	72.6	72.5	71.7	**76.3**
Full-time employees (consolidated basis)	797	809	759	832	867	1,132	**1,212**
Temporary employees including contract and part-time workers (consolidated basis)	170	167	175	178	171	196	**212**
Full-time employees (nonconsolidated basis)	531	535	541	551	564	607	**635**
Male employees (nonconsolidated basis)	429	434	438	442	449	481	**498**
Female employees (nonconsolidated basis)	102	101	103	109	115	126	**137**
Overseas employees	120	132	87	127	136	156	**193**
Average age (years)	39.2	39.6	39.6	40.2	40.6	40.6	**40.3**
Male (years)	39.5	39.8	39.8	40.4	40.8	41.1	**40.8**
Female (years)	38.0	38.9	39.2	39.5	39.7	39.0	**38.5**
Average length of service (years)	15.1	15.4	15.3	15.6	15.2	14.5	**14.0**
Male (years)	15.2	15.4	15.2	15.7	15.3	14.6	**14.3**
Female (years)	15.1	15.3	15.7	15.5	15.0	13.9	**12.9**
Ratio of female managers (nonconsolidated basis) (%)	0.0	1.6	2.5	2.2	3.0	3.3	**3.9**
Ratio of employees with disabilities (%)	1.40	1.40	1.78	1.69	2.54	2.59	**2.61**
Ratio of foreign national employees (%)	0.6	0.4	0.4	0.4	0.8	0.9	**1.4**
Paid annual leave usage rate (%)	75.7	70.5	60.3	65.0	72.5	66.6	**69.9**
Childcare leave usage rate among female employees (%)	83.3	100	100	100	100	100.0	**100.0**
Childcare leave usage rate among male employees (%)	4.3	0.0	13.6	0.0	22.7	42.9	**75.0**
Number of new graduates hired (nonconsolidated basis) (full-time employees)	17	18	22	18	13	19	**25**
Ratio of women (%)	29.4	5.6	18.2	27.8	15.4	31.6	**32.0**
Number of mid-career hires (nonconsolidated basis) (full-time employees)	14	8	13	10	40	50	**39**
Ratio of women (%)	21.4	25.0	15.4	50.0	27.5	18.0	**25.6**
Consolidated employee turnover rate (%)*5	4.0	3.9	2.4	3.3	5.2	3.3	**4.2**
Nonconsolidated employee turnover rate (%)*5	4.3	3.3	2.3	2.7	4.6	3.7	**4.4**
Investment in human resources development per employee (nonconsolidated basis) (thousand yen)	–	53	37	64	79	71	**91**
Number of lost time injuries	0	0	0	0	2	1	**0**
Number of non-lost time injuries	4	7	7	3	3	3	**3**

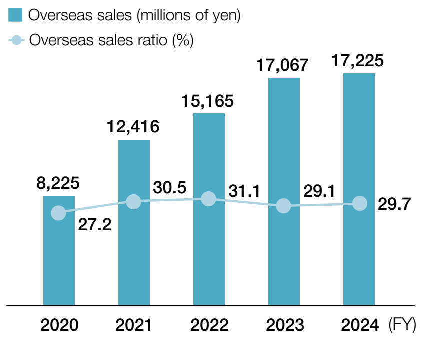
*1 The calculation method was revised for fiscal 2022.
Scope: Parent company and domestic and overseas consolidated companies; Period: April–March. However, PILLAR Kyusyu Corporation and NP Sangyo Corporation are included in the scope of calculation because they are closely related to the main business.
TANKEN SEAL SEIKO CO., LTD. has been added from FY2023.
Emission factors: List of Calculation Methods and Emission Factors in the Calculation, Reporting, and Publication System by the Ministry of the Environment, Emission Factors by Electric Utility by the Ministry of the Environment, and CO_2 Emissions From Fuel_2013 by the IEA
World Energy Outlook 2016 by the IEA and IGES List of Grid Emission Factors, version 11.5
*2 Crude oil equivalent
*3 Scope: Parent company and domestic and overseas consolidated companies; Period: April–March.
*4 Scope: Parent company and domestic consolidated companies; Period: April–March. However, PILLAR Kyusyu Corporation and NP Sangyo Corporation are included in the scope of calculation because they are closely related to the main business.
Emission factors: 'Emissions Unit Database for Calculating Organizational Greenhouse Gas Emissions, Etc. via the Supply Chain,' Ministry of the Environment; 'LCI Database,' IDEA
*5 Full-time employees only; excluding those reaching mandatory retirement age

Financial Indicators

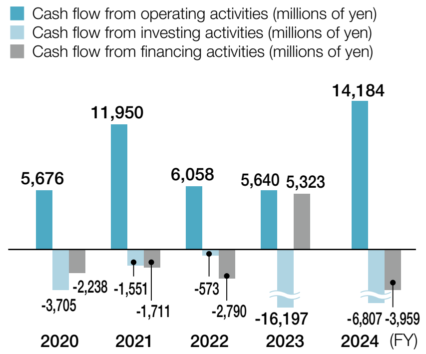
Consolidated sales / Operating income margin



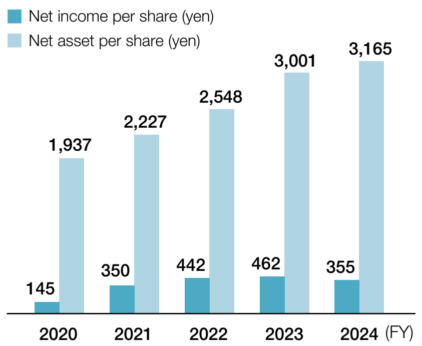
Overseas sales / Overseas sales ratio



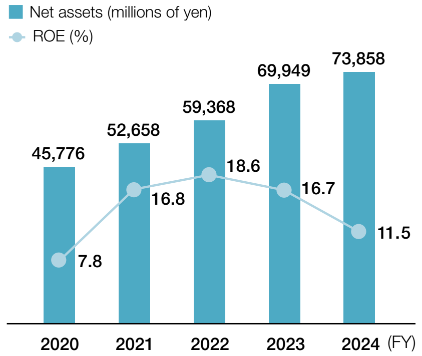
Cash flow



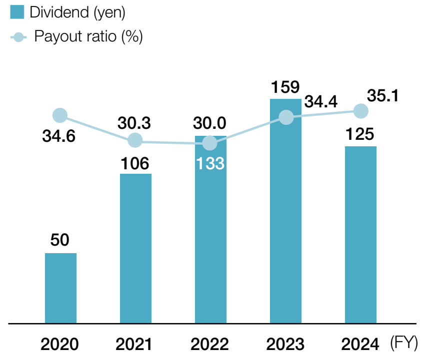
Net income per share / Net asset per share



Net assets / ROE

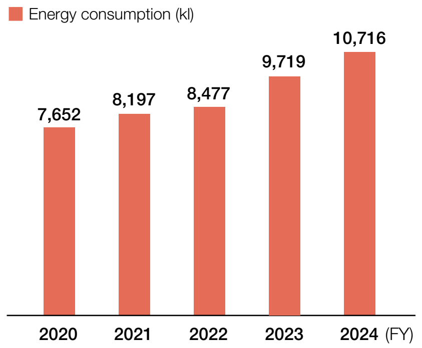


Dividend / Payout ratio



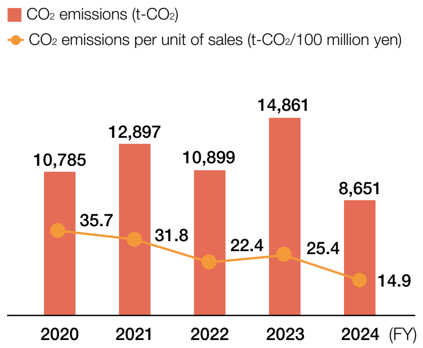
Non-Financial Indicators

Energy consumption



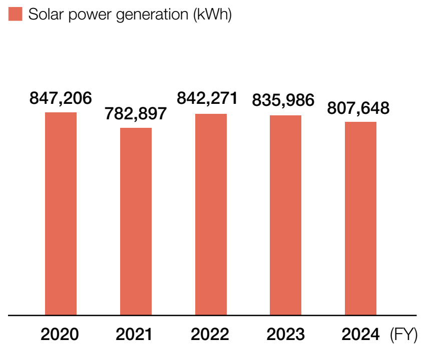
· Crude oil equivalent

CO_2 emissions (Scopes 1 + 2)

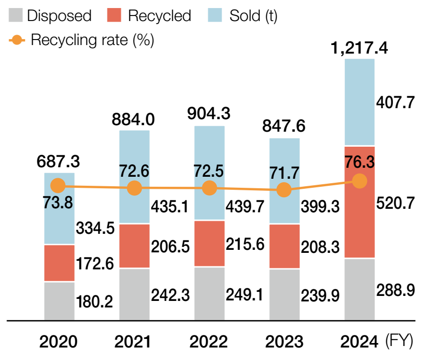


· Consolidated

Solar power generation

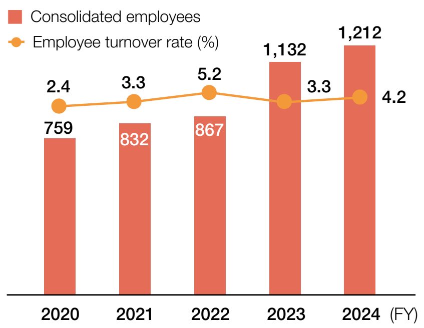


Waste generated / Recycling rate



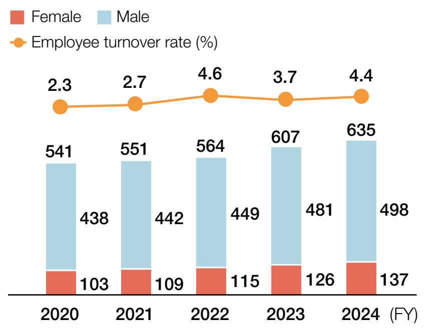
· Waste for recycling includes scrap metal, fluorocarbon polymers scrap, waste oils, liquids, plastics, and paper
· Recycling rate = (Recycled volume + Volume sold) / Total volume of waste generated × 100

Consolidated employees / Employee turnover rate



· Employees include only full-time employees
· Employee turnover rate excludes those reaching mandatory retirement age

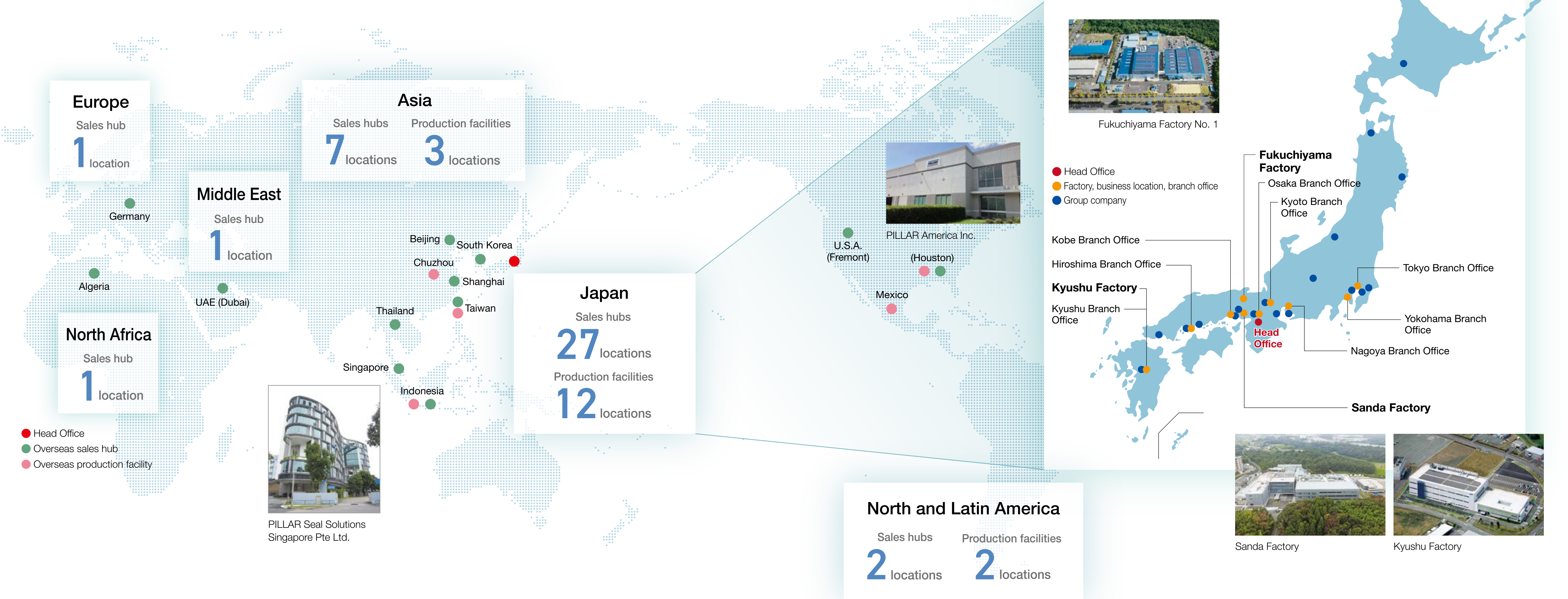
Nonconsolidated employees (male and female) / Employee turnover rate



· Employees include only full-time employees
· Employee turnover rate excludes those reaching mandatory retirement age

Group Network

The PILLAR GROUP is operating in 12 countries and regions around the world, including Japan.



▶ History of our expansion into markets outside Japan

1980	Korea Pillar Packing Co., Ltd. (currently PILLAR Korea Co., Ltd.) is established.
1993	Nippon Pillar Singapore Pte Ltd. (currently PILLAR Seal Solutions Singapore Pte Ltd.) as a sales hub for Southeast Asia is established.
1999	Nippon Pillar Corporation of America (currently PILLAR America Inc.) in the U.S.A. is established.
2001	Taiwan Pillar Industry Co., Ltd. (currently PILLAR Taiwan Co., Ltd.) in Taiwan is established.
2003	Suzhou Pillar Industry Co., Ltd. in China is established.
2007	Shanghai Pillar Trading Co., Ltd. (currently PILLAR Shanghai Co., Ltd.) in China is established.
2010	Nippon Pillar Packing Co., Ltd. Alger Liaison Office in Algeria is established.
2015	Nippon Pillar Middle East FZCO (currently PILLAR Seal Solutions Middle East FZCO) in the UAE is established.
	Nippon Pillar (Thailand) Co., Ltd. (currently PILLAR Seal Solutions (Thailand) Co., Ltd.) in Thailand is established.
2016	NPK Fluid Control Systems Mexico S.A. de C.V. (currently PILLAR Seal Solutions Mexico S.A. de C.V.) in Mexico is established.
2018	Nippon Pillar Europe GmbH (currently PILLAR Europe GmbH) in Germany is established.
2019	PT. Nippon Pillar Manufacturing Indonesia (currently PT. PILLAR Manufacturing Indonesia) and PT. Nippon Pillar Indonesia (currently PT. PILLAR Seal Solutions Indonesia) in Indonesia are established.
	A production facility in Nippon Pillar Corporation of America Houston Office (currently PILLAR America Inc. Houston Office) is added.
2020	Pillar Technology (Chuzhou) Co., Ltd. in China is established.
2021	Operation of Pillar Technology (Chuzhou) Co., Ltd. begins.
2023	Beijing Office of Shanghai Pillar Trading Co., Ltd. (currently PILLAR Shanghai Co., Ltd.) opens.

List of overseas sites

PILLAR Taiwan Co., Ltd. Taipei Office
PILLAR Taiwan Co., Ltd. Takao Factory
PILLAR Shanghai Co., Ltd.
PILLAR Shanghai Co., Ltd. Beijing Office
Pillar Technology (Chuzhou) Co., Ltd.
PILLAR Seal Solutions Singapore Pte Ltd.
PT. PILLAR Seal Solutions Indonesia
PT. PILLAR Manufacturing Indonesia
PILLAR Seal Solutions (Thailand) Co., Ltd.
PILLAR Korea Co., Ltd.
PILLAR Seal Solutions Middle East FZCO
PILLAR Europe GmbH
PILLAR America Inc. Houston Office
PILLAR America Inc. Fremont Office
PILLAR Seal Solutions Mexico S.A. de C.V.
Nippon Pillar Packing Co.,Ltd. Alger Liaison Office

List of domestic sites

<Factories and business locations>
Sanda Factory (Sanda City, Hyogo Prefecture)
Fukuchiyama Factory (Fukuchiyama City, Kyoto Prefecture)
Kyushu Factory (Koshi City, Kumamoto Prefecture)

<Branch offices>
Tokyo Branch Office
Yokohama Branch Office
Nagoya Branch Office
Kyoto Branch Office
Osaka Branch Office
Kobe Branch Office
Hiroshima Branch Office
Kyushu Branch Office

<Domestic Group companies>
TANKEN SEAL SEIKO CO., LTD.
PILLAR Seal Solutions Corporation
PILLAR Precision Corporation
NP Kogyo Corporation
NP Sangyo Corporation
NP Real Estate Corporation
PILLAR Kyushu Corporation
Masuko Manufacturing Corporation

Company Information

Company Profile (As of March 31, 2025)

Company name	PILLAR Corporation
Head Office address	7-1, Shinmachi 1-chome, Nishi-ku, Osaka 550-0013, Japan
Establishment	1924
Representative	Yoshinobu Iwanami, President
Capital	¥4,966 million
Listed stock exchange	Tokyo Stock Exchange Prime Market
Number of employees	1,212 (consolidated, as of March 31, 2025)
Main products	Pilaflon™ products (fluorocarbon polymers products), mechanical seal products, gland packings and gasket products
URL	https://www.pillar.co.jp/en/

External Evaluations

ISO Certification

In 1995, the Group became the first domestic seal manufacturer to obtain ISO 9001 certification for its quality management system. The current certifying body is the Japan Quality Assurance Organization, while accreditation is provided by JAB (in Japan) and UKAS (the UK). The head office and the Sanda and Fukuchiyama Factories have obtained ISO 9001 certification.

JQA-QMA16224

MS CM009

ESG-Related External Assessments

We have been assessed by an externally based ESG evaluation organization and have been selected as a member of the ESG Index.

FTSE Blossom Japan Sector Relative Index

Declaration of Partnership Building

The PILLAR GROUP has endorsed the aims of the Future Partnership Building Promotion Council, and in May 2024, we announced our participation in the Declaration of Partnership Building, which is promoted by the Cabinet Office, the Ministry of Economy, Trade and Industry, and the Small and Medium Enterprise Agency.

IATF Certification

In 2019, products for automotive use produced at the following factory have obtained IATF 16949 certification, an international quality management system standard for the automobile industry. IATF 16949 was developed by Western automobile manufacturers and automobile industry-related organizations to prevent defects, reduce inconsistency and waste in the supply chain, and bring about continuous improvement by standardizing requirements for parts manufacturers. Based on ISO 9001, this quality management system incorporates a large number of unique requirements.

IATF Certificate No.0363056

Registered site: PILLAR Corporation Sanda Factory
Scope of certification: Design and manufacturing of gaskets, packing, exhaust system molded products, and fluorocarbon resin substrate

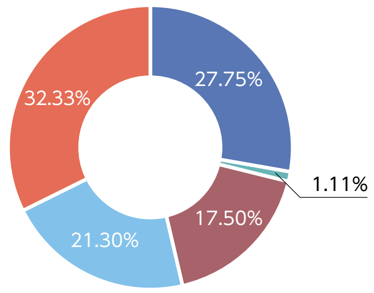
Awarded "B" CDP Score

We disclosed information through the CDP questionnaire in fiscal 2024 and received a B score (climate change and water security).

Status of Shares (As of March 31, 2025)

Total number of shares authorized to be issued	80,000,000 shares
Total number of shares issued	25,042,406 shares
Number of shareholders	16,709 shareholders

Distribution of Shares by Shareholder



Classification	Number of shareholders (individuals)	Number of shares held (units)	Ratio (%)
Financial institutions	36	69,331	27.75
Financial instruments firms	29	2,782	1.11
Other corporations	198	43,740	17.50
Foreign corporations, etc.	192	53,226	21.30
Individuals and others	16,254	80,798	32.33
Total	16,709	249,877	100.00

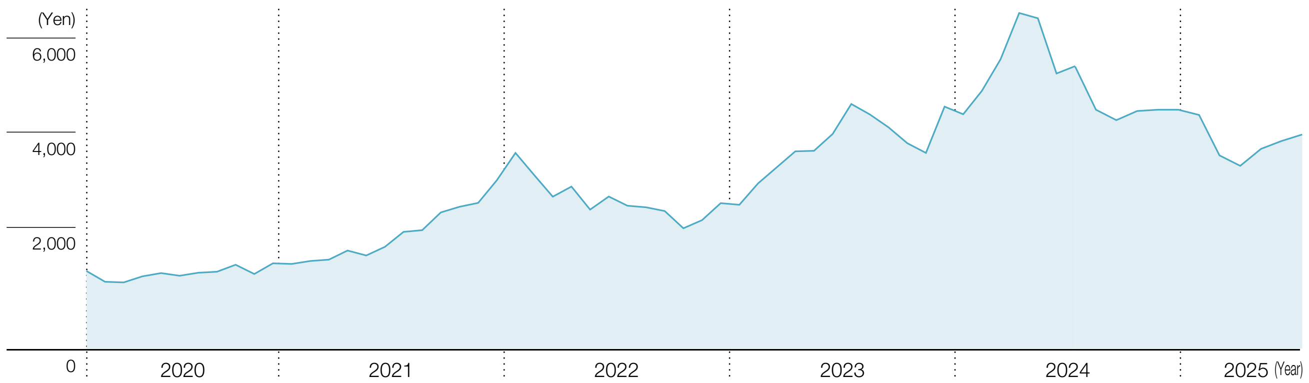
*Share numbers are listed in units of 100 shares.
*Among 1,710,224 shares of treasury stock, 17,102 units are included in "Individuals and others" and 24 shares are included in "Status of unit odd-lot shares" (54,706 units). All 1,710,224 shares of treasury stock are actually held by the Company.

Major Shareholders

Name	Number of shares held (1,000)	Percentage of shares held (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	2,771	11.88
PILLAR Corporation Client Stock Ownership	1,248	5.35
Custody Bank of Japan, Ltd. (Trust account)	1,225	5.25
Rockwave	1,020	4.37
Kiyohisa Iwanami	749	3.21
MSIP CLIENT SECURITIES	716	3.07
Meiji Yasuda Life Insurance Company	700	3.00
Sumitomo Mitsui Banking Corporation	692	2.97
Mizuho Bank, Ltd.	592	2.54
MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB	498	2.14

*The Company holds 1,710,224 shares of treasury stock, but is excluded from the above list of major shareholders.
*Shareholding ratio is calculated excluding treasury stock.

Stock Price Trend



Integrated Report 2025 Questionnaire

Thank you very much for reading the PILLAR GROUP Integrated Report 2025.

We would like to ask for your views in order to make future reports easier to read and to present information as effectively as possible. As such, we will be very grateful if you can respond to our questionnaire via the QR code or link on the right. The results of this questionnaire will be extremely useful for PILLAR's future corporate activities and to further improve the content of our integrated reports.

Questionnaire

https://forms.office.com/r/EXRjH2iBHq