

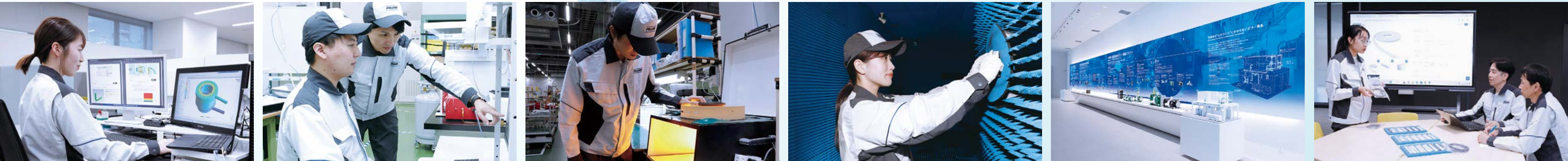
Re-Born

Returning to the ambitions of our founding Continuing to cultivate value with the desire to take on challenges

In May 2024, the PILLAR GROUP celebrated the 100th anniversary of its founding. To coincide with this significant milestone, we have newly formulated our PILLAR CORE VALUES as a company philosophy for all PILLAR GROUP employees to hold dear. By linking our Motto, Purpose, PILLAR CORE VALUES, and Group Code of Conduct, we will generate value that contributes to the realization of a sustainable society. Fiscal 2025 marks our 101st year, and in order to further develop the image that we have today, which is upheld by the hard work and dedication of our predecessors, we have adopted the slogan “Re-Born and Evolution,” and we will strive for even greater innovation and growth, with the goal of continuing to be a company that is essential for society.

PILLAR CORE VALUES

INTEGRITY	To maintain integrity and uphold high ethical standards in your professional conduct.
INNOVATION	To embrace the challenge of innovation to help create a better future society.
PROGRESS	To pursue continuous improvement and reform to drive real evolution.
HUMAN RESOURCES	To use business activities to develop individuals who possess high levels of expertise, leadership, as well as social skills.
TEAM	To build a team where the wisdom and abilities of diverse colleagues generate synergy.



Motto

Quality First Cooperation and Harmony Steady Research

Purpose

Creating a future that supports society
CLEAN SAFETY FRONTIER

Group Code of Conduct

The Group Code of Conduct of PILLAR Corporation and its Group companies stipulates important action guidelines to which officers and company employees shall adhere in the conduct of their daily business activities.

Employees have the essential obligation to take the initiative in adhering to this Code of Conduct.

Please refer to our website for details of the Group Code of Conduct.
<https://www.pillar.co.jp/en/about/philosophy/>



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What we intend to convey in this report

This report showcases the business model and competitive edge that the PILLAR GROUP has cultivated in the 100 years since our founding. It has been compiled based on the theme of our earning power, which will be the source of even greater challenges during the next 100 years, for example, those relating to management strategy, ESG management initiatives, and stronger governance.

POINT 01

Under the supervision of top management,
we will **pursue innovation by combining a century of
history with the entrepreneurial spirit of a company
in its first year.**

▶ Related content Message from the President  A Record of Growth 

POINT 02

We will **further improve our competitive edge
by challenging ourselves to continue the technological
innovation** that we have refined for 100 years.

▶ Related content [Feature] 100 Years of Refining Expertise in Material Development
and Extensive Fluid Control Solutions  Our Strengths and Competitive Advantage 

POINT 03

We will link **management strategy with HR strategy** and
focus on investing capital in **the source of our earning power.**

▶ Related content The Source of PILLAR's Competitive Advantage  Message from the Deputy President
(Financial Strategy and Human Capital Strategy) 

Editorial Policies

Integrated Report 2025 covers fiscal 2024 (April 2024 to March 2025). Some information postdating April 2025 is also included. The report introduces the Group's environmental and social initiatives, governance and other non-financial areas while also providing some information on its medium- and long-term strategy and financial performance. This report is intended to enhance our communication with stakeholders and further improve the Group's initiatives. This report was edited with reference to the International Integrated Reporting Framework published by the Value Reporting Foundation (VRF) and the Guidance for Collaborative Value Creation formulated by the Ministry of Economy, Trade and Industry in May 2017.

Reporting period:

April 1, 2024 through March 31, 2025

Note: Also includes some information outside of
the reporting period.

Reporting scope: PILLAR Corporation and its
Group companies

