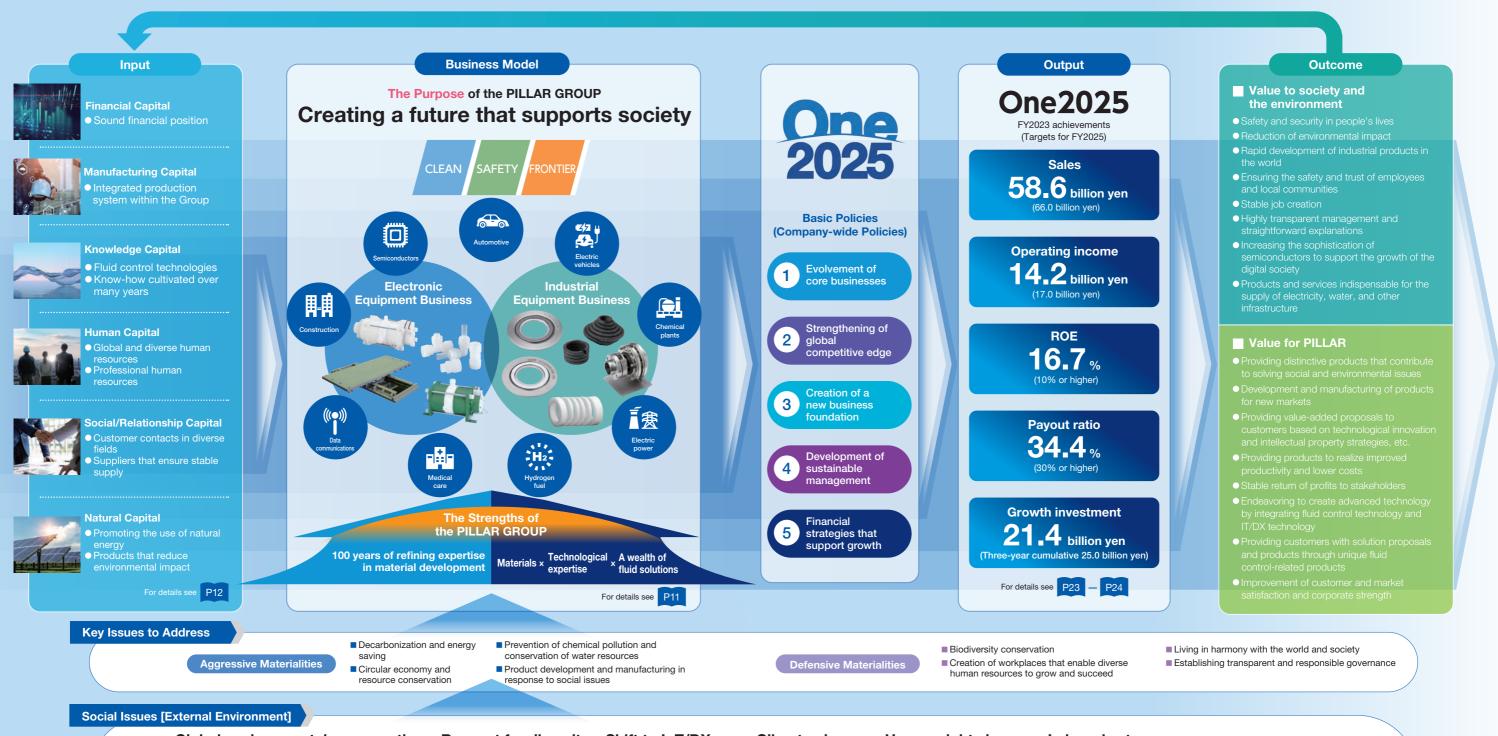
# Value Creation Process

As stated in our Purpose, the PILLAR GROUP is committed to providing value to the world with an awareness of social challenges and our materiality, focusing on our two businesses - electronic equipment and industrial equipment-so that we may create a future that supports society.



## Global environmental conservation Respect for diversity Shift to IoT/DX

## Expansion of eco-friendly business

Providing new products to new markets such as batteries for electric vehicles, sealing materials using high performance materials for hydrogen and ammonia, pharmaceuticals, and the food industry

## Further growth in the semiconductor field

environment

Providing cleaner, more energy-efficient Providing sensing in harsh environments where products that also contribute to protecting the higher temperatures than ever before and chemical resistance are essential

The age of IoT, where sensors are

installed in everything

## Climate change Human rights issues Labor shortages

### Rapid expansion and contraction of market size

Opportunity losses due to technological innovation resource shortages, and other factors resulting from unexpectedly rapid market expansion and contraction in the semiconductor and LCD markets, etc.

## Structural changes and tightening of regulations, etc.

Unexpected changes in the political or economic system in the country of operation, as well as increased restrictions. on raw materials due to conflicts, natural disasters, infectious diseases, environmental considerations, etc.

Opportunities

#### Decline in international competitiveness due to emergence of competitors, cost fluctuations, etc.

Decline in international price competitiveness due to the emergence of competitors, with innovative technologies, changes in manufacturing processes, increased infrastructure costs, etc.

Risks