Meeting Current Needs by Developing Products That **Create Value**

For over 95 years since its founding, Nippon Pillar Packing has worked to serve the needs of growing industries by quickly utilizing new materials in order to commercialize new products and thereby contribute to the realization of a prosperous, sustainable society.

Going forward, we will continue to provide original, high-quality products and services while further improving of our fluid control technologies.

1920

From our founding to the establishment of our production system

Main needs: Shipbuilding

Company founder Kaju Iwanami, who was trained as an engineer, succeeded in developing a highly wear-resistant cylindrical packing for use in ships. The history of the Company began in 1924 when Nippon Pillar Packing Industries started as a privately held company with a factory on the site of a former stable in what is now Nada-ku, Kobe. In 1926, the Company established a new factory in Yodogawa-ku, Osaka City, to undertake full-scale production of industrial-use sealing packings. In 1930, our pillar packing was registered as the company's first utility model patent, and in 1932 the Company began producing gaskets for automobiles and marine engines.



Packing No.

1956 Japan joins the United Nations.

1940

Technological breakthroughs

Main needs: Energy

In 1948, Nippon Pillar Packing Co., Ltd. was established and the Tokyo Branch Office (currently the Tokyo Branch) was opened. In 1951, the Company developed and started production of the first mechanical seal in Japan. The following year, it developed vertical gaskets for hightemperature, high-pressure pipe flanges and started production of fluororesin products

The Sanda Factory, completed in 1967 in Sanda, Hyogo Prefecture, became the industry's first JIS-certified factory for spiral-wound gaskets for JIS B 2404

In 1970, the Company developed and started production of carbonized fiber



Developed and started production of Japan's irst mechanical seal



Hyogo, Japan

1964 The Tokyo Olympic and

1967 Establishment of ASEAN

Paralympic Games are held.



Sanda Factory in Sanda

1980

Establishment of our brand and global expansion

Main needs: Automotive

In 1980, the head office building was constructed. Production of ISO series mechanical seals began the following year. In 1984, the Company's shares were listed as a specially designated share issue on the Second Section of the Osaka Securities Exchange. The Company developed a series of new products to meet emerging needs and, in quick succession, started production of fluororesin fittings and expanded graphite braided packing for semiconductor manufacturing equipment. In 1989, the Fukuchiyama Factory (currently the Fukuchiyama Office) was completed in Fukuchivama, Kvoto Prefecture.

In 1995, the Company's shares were listed on the Second Section of the Osaka Securities Exchange. The Company acquired ISO certifications and is committed to establishing a brand that warrants the confidence of its customers.



Started production of ISO series mechanical seals for agitators



1985 Plaza Accord

1989 Fall of the Berlin Wall

Fukuchiyama Factory (currently Fukuchiyama Office) in Fukuchivama.

Fukuchiyama Office) is completed.

2000

Developing new businesses that lead to ongoing breakthroughs

Main needs: Semiconductors

In 2001, the Company's shares were listed on the First Section of the Tokyo Stock Exchange and the Osaka Securities Exchange. In 2002, the Company began production of the Super 300 Type Pillar Fitting, a groundbreaking sealing mechanism that represented an industry first. The following year saw the start of production of Pillar Techno Black No. 2603-EEE, which contributed to the early conversion to asbestos-free sealing products. In 2004, the Kyushu Factory was completed in Koshi, Kumamoto Prefecture. In 2012, production of a novel type of rotary joint for the semiconductor industry began. In 2017, the head office was relocated to Nishi-ku, Osaka.



Began production of Super 300 Type Pillar Fitting with a revolutionary sealing mechanism, the first of its kind in the world

1993 Establishment of the European Union



Construction of the Kyushu Factory in Koshi, Kumamoto Prefecture, Japan (2004)

2008 Lehman Shock

2020

Identifying market changes with the goal of sustainable growth

Main needs: Decarbonization, renewable energy

Around 2000, the Company began establishing a series of offshore bases and expanding sales channels around the world. In preparation for the development of next-generation products and the expansion of the semiconductor market, the Company completed the construction of the new Sanda Factory in 2020.

In 2022, when the Company's shares were moved from the First Section of the Tokyo Stock Exchange to the Prime Market, both sales and operating income reached record highs for the second consecutive year. The Company continues to transform its business and organizational structure with the aim of further enhancing corporate value. The Company remains focused on the development of new materials and technologies that will take the lead in the next generation.



Tanken Seal Seiko Co., Ltd. is acquired as a member of the Group. (2023)

(100 millions of yen) 600 Electronic Equipment $\begin{array}{c} \textbf{¥36,819} \\ \textbf{75.6} \% \end{array}$ ¥11,844 FY2022 sales 400 2024 100th anniversary 2022 The Company's shares are moved to the Prime Market of the Tokyo Stock Exchange. 2012 Production of a new type of rotary joint for the semiconductor market begins.

2004 The Kyushu Factory is completed. 2001 The Company's shares are listed on the First Sections of the Tokyo Stock Exchange and Osaka Securities Exchange. 200 2022 2024 2025 (FY) 1990 2000 2010 2020 1991 Collapse of the Japanese economic 2005 Kyoto Protocol comes into 2011 Great East Japan 2020 Brexit comes into effect. bubble; Collapse of the Soviet Union COVID-19 pandemic

Earthquake

2016 Paris Agreement comes into effect

1989 The Fukuchiyama Factory (currently the 1924 Nippon Pillar Packing Industries is established. 1926 Full-scale production of industrial leak prevention packings begins.

1932 Production of gaskets begins. 1948 Nippon Pillar Packing Co., Ltd. is established. 1967 The Sanda Factory is completed. **1974** 50th anniversary 1951 The Company develops and starts production of Japan's first mechanical seal. 1952 Production of fluorine plastic products begins. (Series name: Pilaflon™) [Sales] 1950 1970 1980 1960

1971 Nixon Shock

1973 First Oil Crisis

1979 Second Oil Crisis

Integrated report 2023

[Major Events]

2021 The Tokyo Olympic and

Paralympic Games are held