

# Committed to Working as One Team for the Next 100 Years

Since our founding in 1924, we have responded to the demands of growth industries by focusing on the development and commercialization of innovative materials while contributing to the emergence of a prosperous society committed to sustainability. Going forward, we will continue to provide original, high-quality products and services while further improving our fluid control technologies.

## 1920- Founding period From our founding to the establishment of our production system

Our founder, Kaju Iwanami, succeeded in developing a highly wear-resistant cylindrical packing for use in ships. In 1924, he launched Nippon Pillar Packing Industries as a private entity, and in 1926 he began full-scale production of industrial-use sealing packings. In 1932, he began production of gaskets for automotive and marine internal combustion engines. In 1948, Mr. Iwanami established Nippon Pillar Packing Co., Ltd., and in 1951, he developed and began production of Japan's first mechanical seal. In 1967, the Sanda Factory was constructed in Sanda, Hyogo Prefecture.

- 1924** Nippon Pillar Packing Industries is established in Nada-ku, Kobe.
- 1926** Our new factory is established in Yodogawa-ku, Osaka to begin full-scale production of industrial leak prevention packings.
- 1930** Our Pillar packing is registered as the company's first utility model patent.
- 1932** Production of gaskets begins.
- 1948** Nippon Pillar Packing Co., Ltd. is established.
- 1951** The Company develops and starts production of Japan's first mechanical seal.
- 1952** Production of fluoro-resin products begins. (Series name: Pilaflon™)
- 1967** The Sanda Factory is completed as the industry's first JIS-certified manufacturing facility for spiral-wound gaskets for piping compliant with the JIS B 2404 standard.
- 1970** The Company develops and starts production of carbonized fiber, an innovative new material.
- 1974** 50th anniversary



Founder Kaju Iwanami



Developed and started production of Japan's first mechanical seal (1951)



Completed construction of the Sanda Factory in Sanda, Hyogo, Japan (1967)

## 1980- Global expansion Establishment of our brand and global expansion

In 1980, the head office building was constructed. Production of ISO series mechanical seals began the following year. The Company developed a series of new products to meet emerging needs and, in quick succession, started production of fluoro-resin fittings and expanded graphite braided packing for semiconductor manufacturing equipment. In 1995, the Company obtained ISO certification and established a brand that was soon to earn the confidence of customers.

- 1980** New head office building is completed.
- 1984** The Company's shares are listed as a specially designated share issue on the Second Section of the Osaka Securities Exchange.
- 1989** The Fukuchiyama Factory is completed.
- 1995** The Company's shares are redesignated to the Second Section of the Osaka Securities Exchange.



Started production of ISO series mechanical seals for agitators (1981)



Completed construction of the Fukuchiyama Factory (currently Fukuchiyama Factory No. 1) in Fukuchiyama, Kyoto Prefecture, Japan (1989)

## 2000- New businesses Developing new businesses that lead to ongoing breakthroughs

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 2012, we began production of a novel type of rotary joint for the semiconductor industry.

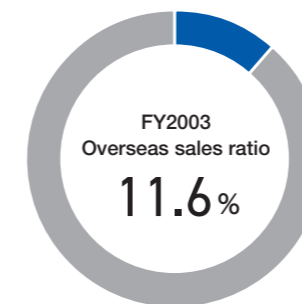
- 2001** The Company's shares are listed on the First Sections of the Tokyo Stock Exchange and Osaka Securities Exchange.
- 2004** Construction of the Kyushu Factory is completed in Koshi, Kumamoto Prefecture.
- 2012** Production of a new type of rotary joint for the semiconductor market begins.
- 2017** The head office is 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 (2002)



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



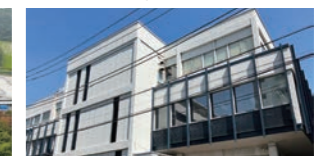
## 2020- Toward next 100 years Identifying market changes with the goal of sustainable growth

In preparation for the development of next-generation products and the expansion of the semiconductor market, the Company completed construction of the new Sanda Factory in 2020. We are continuing to transform our business and organizational structure with the aim of further enhancing our corporate value. Moreover, we remain focused on the development of new materials and technologies.

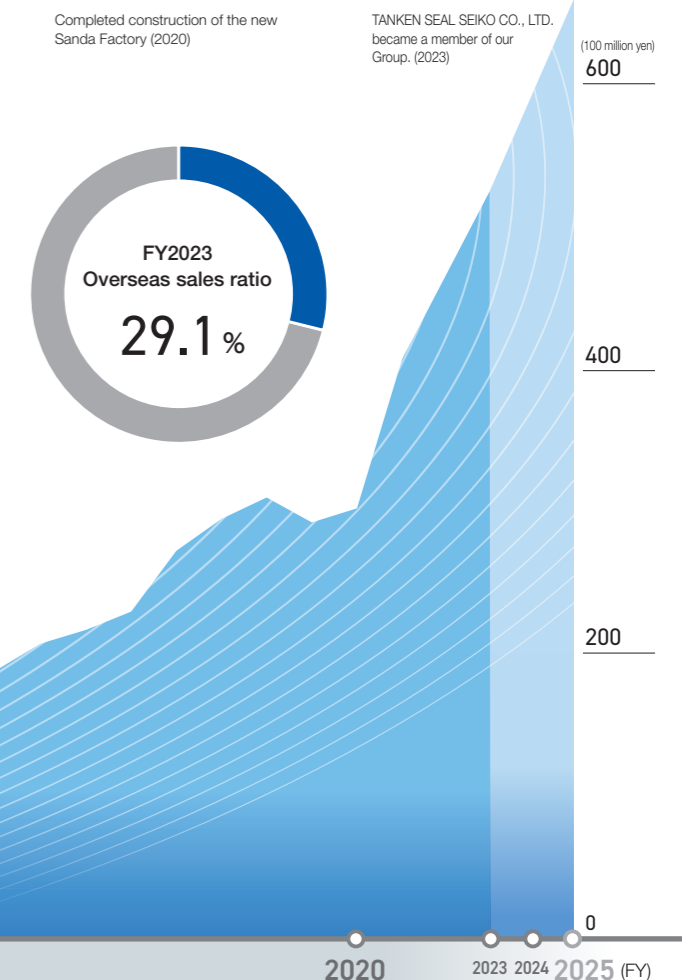
- 2022** The Company's shares are moved to the Prime Market of the Tokyo Stock Exchange.
- 2023** TANKEN SEAL SEIKO CO., LTD. becomes a member of our Group. Construction of Fukuchiyama Factory No. 2 is completed. Construction of the R&D Center at the Sanda Factory is completed.
- 2024** To mark the Company's centennial, the Company is renamed PILLAR.



Completed construction of the new Sanda Factory (2020)



TANKEN SEAL SEIKO CO., LTD. became a member of our Group. (2023)



[Sales]

[Major Events]

- 1980** 1985 Plaza Accord, 1989 Fall of the Berlin Wall
- 1990** 1991 Collapse of the Japanese economic bubble; Collapse of the Soviet Union, 1993 Establishment of the European Union, 1999 Creation of the Euro
- 2000** 2005 Kyoto Protocol comes into effect, 2008 Lehman Shock
- 2010** 2011 Great East Japan Earthquake, 2016 Paris Agreement comes into effect.
- 2020** 2020 Brexit comes into effect, COVID-19 pandemic, 2021 The Tokyo Olympic and Paralympic Games are held.
- 2025 (FY)** 2022 Russian forces invade Ukraine, 2023 The Palestinian-Israeli conflict begins, 2024 The Noto Peninsula is struck by a powerful earthquake.