

August 29, 2025

To whom it may concern

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Notice Concerning Publication of the PILLAR Integrated Report 2025

PILLAR Corporation (the “Company”) hereby announces that on August 29, 2025, the “Integrated Report 2025,” which summarizes the efforts of the Group towards medium- to long-term value creation, was published on its website.

This Integrated Report has been edited under the theme of “PILLAR’s Earning Power,” introducing the business model and competitive advantages that the Group has cultivated over the 100 years since its founding, as well as further challenges (growth strategies) for the next 100 years.

■ Summary of the “PILLAR Integrated Report 2025”

- Message

The Company President’s thoughts are presented in a Q&A format.

- Feature

Explanation of the expertise in material development that has been refined over 100 years and the wealth of fluid solutions.

- Our Value Creation

Explanation of the business model and competitive advantages of the PILLAR Group.

- Growth Strategy

Explanation of strategies for finance, human resources, business, and sustainability.

- Governance

Explanation of the governance that supports the PILLAR Group.

■ Integrated Report website URL

<https://www.pillar.co.jp/en/ir/annual-report/>

■ Publication Date

August 29, 2025 (Publication of the English version is scheduled for October)