

May 14, 2026

To whom it may concern

Company name: PILLAR Corporation
Name of representative: Yoshinobu Iwanami, President
(Securities code: 6490; Prime Market of the Tokyo Stock Exchange)
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Notice Concerning Change in Dividend Policy

PILLAR Corporation (the “Company”) hereby announces that it resolved at its Board of Directors meeting held on May 14, 2026 to change its dividend policy as described below.

1. Purpose

The Company will strive to further enhance its corporate value and capital efficiency in accordance with its medium-term management plan (fiscal 2026 through fiscal 2030), “One2030” starting from April 2026. As part of these efforts, to further strengthen returns to its shareholders, the Company will change its previous dividend policy and target a dividend payout ratio of 40%.

2. Details of the change

[Before Changes]

The Company positions shareholder returns as one of the important duties of management and has a basic policy of working to provide a stable, continuing dividend while raising dividend levels. Based on the above policy, we are targeting a payout ratio of 30% or higher for dividends.

We will effectively utilize internal reserves to strengthen our corporate competitiveness and expand operations, comprehensively considering medium- to long-term capital expenditures, R&D expenses, other business expansion, shareholder returns, and so forth.

[After Changes]

The Company regards the return of profits to shareholders as a key management policy.

Considering the balance between securing internal reserves necessary for maintaining financial soundness in preparation for sustainable growth investments and future changes in the business environment, and providing appropriate profit returns to shareholders that factor in capital cost, the Company has a basic policy of striving to increase its corporate value and targets a dividend payout ratio of 40%.

We will effectively utilize internal reserves to further strengthen our corporate competitiveness and expand operations, comprehensively considering medium- to long-term capital expenditures, R&D expenses, new business development, shareholder return measures such as share repurchases, and so forth.

3. Timing of change

The change will be applied from the dividends for the fiscal year ending March 31, 2027.

(Year-end dividends for the fiscal year ended March 31, 2026 will be implemented in accordance with the previous policy.)