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(Securities code: 6490)

June 1, 2026

(Start date for electronic provision of documents: May 25, 2026)

To Shareholders with Voting Rights:

Yoshinobu Iwanami
President
PILLAR Corporation
1-7-1 Shinmachi, Nishi-ku, Osaka City

**NOTICE OF
THE 78TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

Please be informed that the 78th Ordinary General Meeting of Shareholders of PILLAR Corporation (the “Company”) will be held for the purposes as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of Reference Documents for the General Meeting of Shareholders, etc. (matters to be provided electronically) in electronic format, and has posted the information on the Company’s website. Please access the website to view the information.

The Company’s website: <https://www.pillar.co.jp/en/ir/shareholder/meeting/>

Matters to be provided electronically will also be posted on the Tokyo Stock Exchange, Inc. (TSE) website. Please access the TSE website (TSE Listed Company Search) below, enter and search for “PILLAR” in the “Issue name (company name)” search box or the Company’s securities code “6490” in the “Code” search box, then select “Basic information” and “Documents for public inspection/PR information” in order before checking “Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting” listed under “Filed information available for public inspection.”

TSE website (TSE Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

If you are unable to attend the Meeting, you may exercise your voting rights via the Internet, etc., or in writing (by mail). Please refer to the “Guidance on How to Exercise your Voting Rights” below, and exercise your voting rights by 5:00 p.m. on Monday, June 22, 2026, Japan time after reviewing the Reference Documents for the General Meeting of Shareholders.

- 1. Date and Time:** Tuesday, June 23, 2026 at 10:00 a.m. Japan time
(Reception opens at 9:00 a.m.)
- 2. Place:** Conference room on the 4th floor at the Company’s head office located at
1-7-1 Shinmachi, Nishi-ku, Osaka City
- 3. Agenda:**
 - Matters to be reported:**
 1. Business Report and report on Consolidated Financial Statements and Non-consolidated Financial Statements for the 78th Fiscal Year (from April 1, 2025 to March 31, 2026)
 2. Report on results of audits of the Consolidated Financial Statements for the 78th Fiscal Year by the Accounting Auditor and the Audit & Supervisory Committee

Proposals to be resolved:

- Proposal 1:** Appropriation of Surplus
Proposal 2: Election of Six (6) Directors (excluding Directors who are Audit & Supervisory Committee Members)

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- * **When attending the Meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.**
 - * **Please be advised that if any of the matters to be provided electronically need to be revised, the revised versions will be posted on each internet website.**

Information on the Exercise of Voting Rights

- (1) Matters partially omitted from the documents to be delivered

The following matters are not stated in the documents delivered to shareholders who have requested delivery of documents based on the provisions of laws and regulations and the Company's Articles of Incorporation. For this General Meeting of Shareholders, the same documents will be uniformly sent to all shareholders regardless of whether or not a request for delivery of the documents was made.

- 1) Overview of the System to Ensure the Appropriateness of Business and the Operational Status of the System described in the Business Report
- 2) "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements"
- 3) "Statement of Changes in Equity" and "Notes to Non-consolidated Financial Statements"

The matters above are part of the documents audited by the Audit & Supervisory Committee and the Accounting Auditor in preparing the audit report.

- (2) Treatment if there is no indication of approval or disapproval on the Voting Rights Exercise Form
If there is no indication of approval or disapproval for each proposal, it will be treated as an indication of approval.
- (3) Treatment of voting rights exercised more than once via the Internet and in writing
In the event that voting rights are exercised both via the Internet and in writing, the exercise via the Internet will be considered the valid exercise of voting rights.
- (4) Treatment of voting rights exercised more than once via the Internet
In the event that voting rights are exercised more than once via the Internet, the last exercise of voting rights will be considered the valid exercise of voting rights.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company considers that returning profits to its shareholders is one of its major management priorities, and its basic policy is to endeavor to pay stable dividends on an ongoing basis and improve the level of dividends.

Based on the aforementioned policy, it is proposed that the year-end dividend for the 78th Fiscal Year be 80 yen per share, in consideration of the Company's operating results in the 78th Fiscal Year.

Matters concerning year-end dividend

- (1) Type of dividend property
Cash
- (2) Matters concerning allocation of dividend property to shareholders and total amount thereof
80 yen per share of the Company's common stock
Total amount: 1,828,911,040 yen
As an interim dividend of 50 yen per share has been paid, the annual dividend for the 78th Fiscal Year will be 130 yen per share.
- (3) Effective date of payment of dividend
June 24, 2026

Proposal 2: Election of Six (6) Directors (excluding Directors who are Audit & Supervisory Committee Members)

The terms of office of all six (6) Directors (excluding Directors who are Audit & Supervisory Committee Members) will expire at the conclusion of this Ordinary General Meeting of Shareholders, and therefore, the Company proposes the election of six (6) Directors (excluding Directors who are Audit & Supervisory Committee Members).

The Audit & Supervisory Committee has given its opinion on this Proposal to the effect that all candidates are competent.

The candidates for Directors (excluding Directors who are Audit & Supervisory Committee Members) are as follows:

No.	Name	Positions and responsibilities at the Company	Board of Directors Meeting attendance (FY2025)
1	Kiyohisa Iwanami Reappointment	Chairman	100% 7/7
2	Yoshinobu Iwanami Reappointment	President President and Executive Officer	100% 7/7
3	Katsuhiko Shukunami Reappointment	Executive Vice President and Executive Officer In charge of Corporate Affairs	100% 7/7
4	Masato Wada Reappointment	Director, Senior Executive Officer In charge of Technological Development and Quality Assurance General Manager of Sanda Factory	100% 7/7
5	Yoshinori Suzuki Reappointment Outside Independent	Outside Director	100% 7/7
6	Haruhiko Maki Reappointment Outside Independent	Outside Director	100% 6/6

(Notes)

1. There is no special interest between any candidate for Director and the Company.
2. Mr. Yoshinori Suzuki and Mr. Haruhiko Maki are candidates for Outside Director.
3. Pursuant to Article 427, paragraph 1 of the Companies Act, the Company has concluded an agreement with Mr. Yoshinori Suzuki and Mr. Haruhiko Maki to limit their liability for damages under Article 423, paragraph 1 of the same act. The amount of liability for damages under said agreement is limited to the amount prescribed by laws and regulations. The Company plans to continue said agreement if their election in this Proposal is approved.
4. The Company has concluded a Directors and Officers Liability Insurance (D&O Insurance) contract that insures all the Directors, and plans to renew the contract in August 2026. In summary, the contract covers any damage that may result from the Directors being liable for the performance of their duties or being subject to a claim for the pursuit of such liability. Each of the candidates is insured under the insurance contract and will remain so after being elected.
5. The Company has designated Mr. Yoshinori Suzuki and Mr. Haruhiko Maki as independent directors pursuant to the provisions of the Tokyo Stock Exchange, Inc. (TSE) and has notified TSE to that effect.
6. Mr. Haruhiko Maki's Board of Directors Meeting attendance reflects the meetings held after he assumed office on June 20, 2025.

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	Kiyohisa Iwanami (December 14, 1948) <u>Reappointment</u>	August 1978 Joined the Company Director of the Company February 1985 Managing Director of the Company August 1987 Executive Vice President of the Company June 1989 President of the Company June 2007 President of the Company President and Executive Officer of the Company June 2020 Chairman of the Company (to present) December 2025 Outside Director of HOSOKAWA MICRON CORPORATION (to present) (Significant concurrent positions) Outside Director of HOSOKAWA MICRON CORPORATION	759,064
[Reason for nomination as a candidate for Director] Mr. Kiyohisa Iwanami, who has been in charge of the management of the Group as a Representative Director of the Company for many years, is renominated as a candidate for Director in consideration of his accomplishments in serving as the driving force of the Group as a whole by demonstrating his leadership, as well as his significant insight, achievements, capabilities and wealth of experience concerning management.			
2	Yoshinobu Iwanami (September 5, 1979) <u>Reappointment</u>	June 2010 Joined the Company Executive Officer of the Company June 2012 Director of the Company June 2014 Managing Executive Officer of the Company June 2018 Senior Executive Officer of the Company General Manager of Sales Headquarters of the Company June 2020 President of the Company President and Executive Officer (to present)	102,476
[Reason for nomination as a candidate for Director] Mr. Yoshinobu Iwanami, who has been in charge of the management of the Company and demonstrated strong leadership as President of the Company, is renominated as a candidate for Director in consideration of his wealth of business operation experience and insight in the Sales Division in Japan and abroad and his broad knowledge in corporate management in general, among other factors.			

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	Katsuhiko Shukunami (May 27, 1959) <u>Reappointment</u>	<p>May 2014 Joined the Company General Manager of Corporate Planning Dept. of the Company</p> <p>June 2014 Director of the Company (to present) Executive Officer of the Company</p> <p>June 2016 Managing Executive Officer of the Company</p> <p>March 2017 General Manager of Security Export Control Dept. of the Company General Manager of System Dept. of the Company</p> <p>June 2018 General Manager of Administration Headquarters of the Company</p> <p>June 2020 Senior Executive Officer of the Company</p> <p>April 2025 Executive Vice President and Executive Officer of the Company (to present)</p> <p>April 2026 In charge of Corporate Affairs of the Company (to present)</p>	25,240
<p>[Reason for nomination as a candidate for Director] Mr. Katsuhiko Shukunami has demonstrated leadership in the administration division mainly in areas such as corporate planning, accounting & finance, general affairs, and personnel as Vice President. He is renominated as a candidate for Director in consideration of his substantial accomplishments and wealth of knowledge based on past business operation experience.</p>			
4	Masato Wada (January 30, 1965) <u>Reappointment</u>	<p>April 1989 Joined the Company</p> <p>March 2015 General Manager of Sanda Engineering Dept., Engineering Headquarters of the Company</p> <p>June 2018 Executive Officer of the Company General Manager of 2nd Sales Dept., Sales Headquarters of the Company</p> <p>April 2020 General Manager of Engineering Headquarters of the Company</p> <p>April 2023 Managing Executive Officer of the Company Representative Director and President of TANKEN SEAL SEIKO CO., LTD.</p> <p>April 2025 Senior Executive Officer of the Company (to present) In charge of Technological Development and Quality Assurance of the Company (to present) General Manager of Sanda Factory of the Company (to present)</p> <p>June 2025 Director of the Company (to present)</p>	5,367
<p>[Reason for nomination as a candidate for Director] Mr. Masato Wada is renominated as a candidate for Director in consideration of his achievements and wealth of business operation experience and insight, having engaged in important roles such as developing new products and strengthening the sales force mainly in the Technological Development Division.</p>			

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
5	Yoshinori Suzuki (April 27, 1952) Reappointment Outside Independent	<p>April 1975 Joined Tateisi Electronics Co. (current OMRON Corporation)</p> <p>June 2003 Executive Officer of OMRON Corporation</p> <p>June 2006 Managing Executive Officer of OMRON Corporation</p> <p>April 2013 Senior Managing Executive Officer of OMRON Corporation</p> <p>June 2013 Senior Managing Director and CFO of OMRON Corporation</p> <p>April 2014 Visiting Professor of Doshisha Business School, Doshisha University</p> <p>June 2014 Representative Director, Vice President and CFO of OMRON Corporation</p> <p>June 2019 Outside Director of the Company (to present)</p>	3,000
<p>[Attendance at FY2025 Board of Directors Meeting: 100%] [Reason for nomination as a candidate for Outside Director and the summary of expected roles] Mr. Yoshinori Suzuki has a wealth of knowledge and experience and broad insight as a management executive of business corporations which he has gained throughout his career. Mr. Suzuki is renominated as a candidate for Outside Director because the Company considers that, by leveraging such knowledge, experience and insight, he will be able to duly oversee the management of the Company as an independent director while also providing objective and useful advice and proposals. He will have served as Outside Director for seven (7) years at the conclusion of this General Meeting of Shareholders.</p>			
6	Haruhiko Maki (March 21, 1958) Reappointment Outside Independent	<p>April 1982 Joined Kaneka Corporation (current KANEKA CORPORATION)</p> <p>November 2008 General Manager of Shiga Manufacturing Site of KANEKA CORPORATION</p> <p>April 2013 Executive Officer, General Manager of Electrical & Electronic Materials Division of KANEKA CORPORATION</p> <p>March 2016 Executive Officer, General Manager of Shiga Manufacturing Site of KANEKA CORPORATION</p> <p>April 2020 Managing Executive Officer, General Manager of Shiga Manufacturing Site of KANEKA CORPORATION</p> <p>April 2022 Advisor of Shiga Manufacturing Site of KANEKA CORPORATION</p> <p>October 2023 Representative Director of MAKI Corporation (to present)</p> <p>June 2024 Outside Director of E-ThermoGentek Co., Ltd. (to present)</p> <p>June 2025 Director of the Company (to present)</p> <p>(Significant concurrent positions) Representative Director of MAKI Corporation Outside Director of E-ThermoGentek Co., Ltd. Director of the Association for Promotion of Eco Business</p>	1,000
<p>[Attendance at FY2025 Board of Directors Meeting: 100%] [Reason for nomination as a candidate for Outside Director and the summary of expected roles] Mr. Haruhiko Maki has a wealth of knowledge and experience and broad insight as a director and a strategic consultant in the production division, etc. of business corporations which he has gained throughout his career. Mr. Maki is renominated as a candidate for Outside Director because the Company considers that, by leveraging such knowledge, experience and insight, he will be able to duly oversee the management of the Company as an independent director while also providing objective and useful advice and proposals. He will have served as Outside Director for one (1) year at the conclusion of this General Meeting of Shareholders.</p>			

[Reference] If Proposal 2 is approved as proposed, the composition of the Board of Directors of the Company will be as described below after the conclusion of this Ordinary General Meeting of Shareholders. The following matrix is not intended to be an exhaustive list of each Director's entire expertise.

Name	Outside	Corporate management	Production, technology development	Sales and marketing	Finance and accounting	Legal affairs and compliance	Environment and sustainability
*1 Kiyohisa Iwanami		●	●	●		●	●
Yoshinobu Iwanami		●	●	●		●	●
Katsuhiko Shukunami		●	●		●	●	●
Masato Wada		●	●				●
Yoshinori Suzuki	●	●		●	●		●
Haruhiko Maki	●	●	●				●
*2 Tomonobu Yoshida			●			●	
Kazumitsu Takaya	●				●		
Kyoko Kobayashi	●					●	

*1 Directors *2 Directors who are Audit & Supervisory Committee Members

<Reference> “Independence Standards for Independent Outside Directors” of the Company

In keeping with the Corporate Governance Code (Principle 4-9) and the independence criteria provided by financial instruments exchanges, the Company formulated the “Independence Standards for Independent Outside Directors” upon approval by the Board of Directors with the consent of the Audit & Supervisory Committee in order to clarify the standards for securing the independence of independent Outside Directors.

The Company determines that its Outside Directors or candidates for Outside Directors have sufficient independence if they are deemed to satisfy all the requirements in the items below upon the Company’s investigation within a reasonable and feasible extent.

1. The entity is currently not an executive of the Company or its affiliates (collectively, the “Group”) nor has ever been in the past
2. As for Outside Directors who are Audit & Supervisory Committee Members, the entity has never been a non-executive director or an accounting advisor (in case the accounting advisor is a corporation, a partner executing its duties) of the Group
3. The entity does not fall under any of the following items during the past three years
 - (1) The entity is not a relative within the second degree of kinship with accounting advisors, corporate officers, executive officers or managers, or any other significant employees (collectively, the “Director, etc.”) of the Group
 - (2) The entity is not a major shareholder of the Company (a shareholder with 10% or more direct or indirect holding of voting rights), the Director, etc. thereof, or the Director, etc. of a company of which the Group is a major shareholder
 - (3) The entity is not the Director, etc. of the Group’s major trading partner (a company with which payments made or received for transactions with the Group substantially account for 2% or more of consolidated net sales of the Group or the trading partner’s group)
 - (4) The entity has not received donations of 10 million yen or more from the Group in the relevant fiscal year
 - (5) The entity is not an attorney at law, certified public accountant or provider of specialized services such as consulting, etc. that received 10 million yen or more in compensation from the Group, other than compensation as a Director/Auditor in the relevant fiscal year
 - (6) There are no interlocking external directorship between the Group and the company where the entity serves as Director, etc.