

May 9, 2025

Company name: PILOT CORPORATION
Name of representative: Fumio Fujisaki,
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President
(Securities code: 7846; TSE Prime Market)
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**Notice Regarding Decision on Matters Relating to Acquisition of Treasury Shares
(Acquisition of treasury shares under the provisions of the Articles of Incorporation
pursuant to Article 459, Paragraph 1 of the Companies Act of Japan)**

PILOT Corporation (the "Company") announces that, at the Board of Directors' meeting held on May 9, 2025, the Company resolved to acquire its treasury shares in accordance with the provisions of Article 33 of the Articles of Incorporation pursuant to the provisions of Article 459, Paragraph 1 of the Companies Act. Details are as follows.

1. Reason for acquiring treasury shares

The Company's basic policy is to maintain a sufficient level of shareholders' equity necessary to ensure the timely and reliable seizure of business opportunities, with the aim of achieving sustainable growth and increasing the corporate value of the Group. To realize its 2030 Vision, the Company will steadily invest in growth, including "human resource development and investment," "strengthening of existing business fields," "entry into growing and new business fields," and "capital and business alliances."

The basic policy set out in the 2025-2027 Medium-Term Management Plan is to make consistent dividend payments and flexibly repurchase treasury shares, targeting a total payout ratio of 50% or more. In the cash allocation of the 2025-2027 Medium-Term Management Plan, the Company has set a total of 22 billion yen for dividends and acquisition of treasury share over three years. The Company will work to improve our capital structure to achieve a balance between efficiency and safety in order to promote management that takes into account the cost of capital and stock prices. Therefore, the Company has decided to acquire treasury shares from the perspective of improved corporate value and shareholder returns after comprehensively considering capital efficiency and financial soundness.

2. Details of matters concerning the acquisition

- (1) Class of shares to be acquired: Common shares of the Company
(2) Total number of shares to be acquired: 1,600,000 shares (maximum)
(4.15% of the total number of issued shares (excluding treasury shares))

- (3) Total acquisition value of shares: 6 billion yen (maximum)
- (4) Acquisition period: June 2, 2025 to December 23, 2025
(However, no purchase will be made for a period of five business days from the business day following the announcement of the Company's financial results for each quarter.)
- (5) Acquisition method: Market purchase on the Tokyo Stock Exchange

(Reference) Status of treasury shares held as of March 31, 2025

- (1) Total number of shares outstanding (excluding treasury shares): 38,547,279 shares
- (2) Number of treasury shares: 2,357,921 shares

(Note) The number of treasury shares includes 11,600 shares held by the Executive Remuneration Board Incentive Plan (BIP) Trust.