



August 7, 2025

Company name: PILOT CORPORATION
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(Securities code: 7846; TSE Prime Market)
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Revision of Cash Allocation under 2025-2027 Medium-Term Management Plan

PILOT Corporation (the "Company") announces that the Board of Directors meeting held on August 7, 2025 resolved to revise the cash allocation under the 2025-2027 Medium-Term Management Plan (refer to the "Notice of Formulation of 2025-2027 Medium-Term Management Plan" disclosed on February 14, 2025), in order to sustainably increase corporate value and improve capital efficiency. Details are as follows.

1. Based on the "capital adequacy ratio," the Company will increase the shareholder return limit from 22,000 million yen to 40,000 million yen to strengthen shareholder returns.
 - (1) Acquisition of treasury shares will be implemented in the next fiscal year and beyond.
 - (2) A progressive dividend will be incorporated into the shareholder return policy of "a Total payout ratio of 50% or more."
2. While ensuring financial soundness, the Company will actively utilize external funds.

The Company will continue to revise its capital policy on an ongoing basis, taking a medium- to long-term perspective with the aim of achieving sustainable growth and maximizing corporate value.

Please refer to the Company's website for details.