

September 01, 2025

Company name: PILOT CORPORATION
Name of representative: Fumio Fujisaki,
Representative Director and
President
(Securities code: 7846; TSE Prime Market)
Inquiries: Toshiyuki Kikawa,
Executive Officer and General
Manager of General Affairs
Department
(Telephone: +81-3-3538-3700)

Notice Concerning the Progress of the Acquisition of Treasury Shares
(Acquisition of Own Shares Based on the Articles of Association Pursuant to Article 459-1 of the
Companies Act of Japan)

PILOT Corporation (the "Company") hereby announces the status (progress report) of the acquisition of Treasury Shares resolved at a meeting of the Board of Directors held on May 09, 2025 under the provisions of the Articles of 459-1 of the Companies Act of Japan and Article 33 of the Company's Articles of Association.

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| 1. Class of shares acquired: | Common shares of the Company |
| 2. Aggregate number of shares acquired: | 189,600 shares |
| 3. Aggregate acquisition price of acquisition: | 854,843,394 yen |
| 4. Acquisition period: | From August 01, 2025 to August 31, 2025 (contract basis) |
| 5. Acquisition method: | Market purchase on the Tokyo Stock Exchange |

(Reference)

1. Details of the resolution made at a meeting of the Board of Directors held on May 09, 2025 are as follows.

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| (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 outstanding shares (excluding treasury shares)) |
| (3) Total acquisition value of shares: | 6 billion yen (maximum) |
| (4) Acquisition period: | June 02, 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 |

2. Aggregate number of shares acquired (as of August 31, 2025), pursuant to the above stated resolution made at a meeting of the Board of Directors. (contract basis)

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| (1) Aggregate number of shares acquired: | 757,900 shares |
| (2) Aggregate acquisition price of shares: | 3,202,111,376 yen |