

December 01, 2025

Company name: PILOT CORPORATION
Name of representative: Fumio Fujisaki,
Representative Director and
President
(Securities code: 7846; TSE Prime Market)
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Notice Concerning the Results and Completion of the Acquisition of Treasury Shares
(Acquisition of Own Shares Based on the Articles of Incorporation Pursuant to Article 459, Paragraph 1
of the Companies Act of Japan)

PILOT Corporation (the "Company") hereby announces the completion of the acquisition of treasury shares which was resolved at a meeting of the Board of Directors held on May 09, 2025 under the provisions of Article 459, Paragraph 1 of the Companies Act of Japan and Article 33 of the Company's Articles of Incorporation.

1. Status of Acquisition of Treasury Shares as of November 28, 2025

- (1) Class of shares acquired: Common shares of the Company
- (2) Aggregate number of shares acquired: 150,300 shares
- (3) Aggregate acquisition price of acquisition: 711,766,794 yen
- (4) Acquisition period: From November 01, 2025 to November 28, 2025
(contract basis)
- (5) Acquisition method: Market purchase on the Tokyo Stock Exchange

2. Result of Purchase of Treasury Shares

- (1) Class of shares acquired: Common shares of the Company
- (2) Aggregate number of shares acquired: 1,354,600 shares
- (3) Aggregate acquisition price of acquisition: 5,999,737,554 yen
- (4) Acquisition period: From June 02, 2025 to November 28, 2025
(contract basis)
- (5) Acquisition method: Market purchase on the Tokyo Stock Exchange

(Reference)

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

1. 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 aggregate number of outstanding shares
(excluding treasury shares))
- (3) Total acquisition value of shares: 6 billion yen (maximum)

(4) Acquisition period:

From 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