



February 24, 2026

Company name: PILOT CORPORATION
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Notice Concerning Results of Acquisition of Treasury Shares through the Off-Auction Own Share Repurchase Trading System (ToSTNeT-3) and Completion of Acquisition of Treasury Shares

(Acquisition of treasury shares in accordance with the Articles of Incorporation pursuant to Article 459, Paragraph 1 of the Companies Act and acquisition of treasury shares through the Off-Auction Own Share Repurchase Trading System (ToSTNeT-3))

PILOT Corporation (the "Company") announces that it has acquired treasury shares as announced on February 20, 2026. The acquisition of treasury shares pursuant to the resolution adopted by the Board of Directors on February 20, 2026, has been completed on February 24, 2026. Details are as follows.

1. Reason for the acquisition of treasury shares

In its 2025-2027 Medium-Term Management Plan (hereinafter referred to as the "Medium-Term Plan"), the Company outlines a basic policy of strengthening shareholder returns. It aims for a total payout ratio of 70% or more. Specifically, in order to further enhance shareholder returns and promote management that is conscious of the cost of capital and stock price, the Company has introduced progressive dividends and flexibly acquire treasury share.

The Company has set a limit of 40 billion yen for its shareholder payouts during the Medium-Term Plan period. For the fiscal year ended December 31, 2025, the Company's total shareholder payout, which includes dividend payments and share buybacks, was approximately 10.5 billion yen, resulting in a total payout ratio of 87.3%. In the fiscal year ending December 31, 2026, the Company continues to pay progressive dividends and has acquired treasury share as described in 2. below.

2. Details of the acquisition of treasury shares

(1) Type of shares to be acquired	Common shares of the Company
(2) Total number of shares acquired	2,119,000 shares
(3) Total acquisition cost of shares	10,266,555,000 yen
(4) Acquisition date	February 24, 2026
(5) Method of acquisition	Acquisition through the Tokyo Stock Exchange's off-auction own share repurchase trading system (ToSTNeT-3)

(Reference) Details of the resolution on the acquisition of treasury shares at the meeting of the Board of Directors held on February 20, 2026

(1) Type of shares to be acquired	Common shares of the Company
(2) Total number of shares to be acquired	2,119,000 shares (maximum) (5.68% of the total number of outstanding shares (excluding treasury shares))
(3) Total acquisition cost of shares	10,600,000,000 yen (maximum)
(4) Publication of acquisition results	The results of the acquisition will be announced after the close of trading at 8:45 a.m. on February 24, 2026.

(Note 1) The number of shares will not be changed. It is possible that some or all of the acquisitions may not be made due to market trends or other factors.

(Note 2) The purchase will be made with sell orders corresponding to the number of shares to be acquired.